

State of California

Health and Human Services Agency



January 2, 2002

GLEN ROSSELLI
UNDERSECRETARY

To Whom it May Concern,

**Agency
Departments &
Boards:**

Aging

Alcohol and
Drug Programs

Child Support
Services

Community Services
and Development

Developmental
Services

Emergency Medical
Services Authority

Employment
Development
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Health Services

Health and
Human Services
Data Center

Managed Risk
Medical Insurance

Mental Health

Rehabilitation

Social Services

Statewide Health
Planning and
Development

Workforce
Investment

I am pleased to announce the release of the attached "One-Stop Career Center Survey Project Report." This is the first systematic survey of California's One-Stop Career Centers. Designed and implemented so as to establish a database of basic, factual information about California's One-Stop system it is hoped the descriptive information contained in the report will be of use to both State- and local-level policymakers.

All One-Stop Career Centers in California were surveyed by a team comprised of analysts from Employment Development Department (EDD), and the California Workforce Investment Board (CWIB). Special thanks for their work on this project are extended to Michael Bernick, Director of EDD and Andy Baron, Executive Director of the CWIB. The One-Stop Survey Project could not have been completed without their staff working with the generous support and assistance of the California Department of Education, the Chancellor's Office of the California Community Colleges, the California Department of Rehabilitation, and the California Department of Social Services. Finally, on behalf of the state partnership working on this project, I would like to extend our greatest appreciation to all 50 of California's Local Workforce Investment Areas, and their One-Stop Centers, for devoting their time and energy to respond to the survey.

Local One-Stop Centers continue to change in an effort to meet local needs. This report provides a snapshot in time and demonstrates how local employment and training systems have evolved since the enactment of the Workforce Investment Act. If you have any questions about the report, please contact Greg Gibson by phone at (916) 654-8824 or email at ggibson@edd.ca.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Glen", written over a horizontal line.

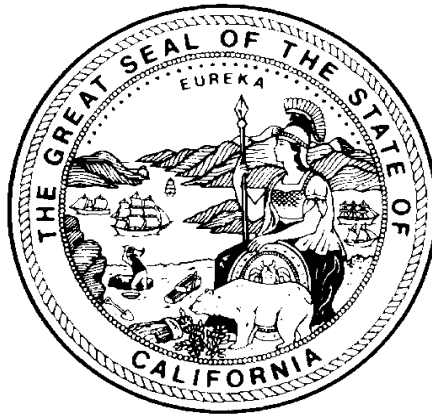
GLEN ROSSELLI



THE ONE-STOP CAREER CENTER SYSTEM SURVEY

December 2001

Employment Development Department



STATE OF CALIFORNIA

Gray Davis
Governor

CALIFORNIA HEALTH AND HUMAN SERVICES AGENCY

Grantland Johnson
Secretary

EMPLOYMENT DEVELOPMENT DEPARTMENT

Michael S. Bernick
Director

ONE-STOP CAREER CENTER SURVEY PROJECT REPORT

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ACKNOWLEDGEMENTS

The One-Stop Career Center Survey Project required extensive participation from both State partners and California's Local Workforce Investment Areas. The Employment Development Department assumed the lead for the project; the participating State partner agencies were the California Workforce Investment Board, the California Department of Social Services, the Chancellor's Office of the California Community Colleges, the California Department of Education, and the California Department of Rehabilitation. Over 40 staff from the State partner agencies participated in one or more phases of the project.

Without the dedication of staff from these partner agencies, the project would not have been completed successfully. Appendix E contains the names and affiliations of the many staff who contributed to various phases of this project.

The core project team, as well as participating partner staff, also want to thank California's Local Workforce Investment Areas (Local Areas) on their willingness to devote substantial staff time and to candidly share information about their respective One-Stop systems. As a voluntary information-gathering process, this project relied on the invaluable cooperation of the Local Areas and One-Stop sites being surveyed, and they provided that cooperation during the change in program years – a particularly busy time for Local Areas. With an unusually high response rate (100 percent) for a written survey of the type employed in this project, the Local Areas demonstrated their commitment to the establishment and refinement of the One-Stop Career Center System and to its continuous improvement. The 22 One-Stop sites that were visited also deserve thanks for graciously arranging meetings for the teams of State-level partners and generously sharing their time and information.

EXECUTIVE SUMMARY

In 1998, Congress enacted the Workforce Investment Act (WIA),¹ which replaces the Job Training Partnership Act (JTPA) programs and is intended to create a revitalized, customer-focused workforce development system. The WIA requires a multitude of workforce related programs to make their services available through local One-Stop service delivery systems. California implemented the WIA in July of 2000 and Local Workforce Investment Areas (Local Areas) have begun to adapt existing One-Stop systems, established under the JTPA, to conform to the requirements under the WIA. The implementation of the WIA and the adaptation of One-Stop systems by the Local Areas have created a critical demand, both at the State and local levels, for factual information concerning the various local One-Stop systems and centers.

This report presents the results of the first systematic survey of California's One-Stop Career Centers, and provides a description of California's One-Stop Career Center System as it operated in the Spring of 2001. The report is based on responses to survey questionnaires from all 50 Local Areas and visits by teams of State-level staff to 22 One-Stop Career Center sites. The following background should be considered in reviewing this report:

1. Only One-Stop Career Centers that are administered by Local Areas and that receive their core funding through the WIA are included.
2. This is a descriptive report; it is not an evaluation or a compliance document.
3. This report is based on self-reported, unverified information from Local Areas and One-Stop sites.
4. The survey and site visits were conducted from May through July 2001; the report therefore describes California's One-Stop system as it existed late in the first year of program operation.
5. California's One-Stop system is changing rapidly; 25 Local Areas reported that they will make system changes during this year.
6. This is the first systematic survey of California's One-Stop system, and therefore is limited to basic information.
7. The survey results are incorporated into an electronic database that can be expanded with data collected in the future, which is an important means for understanding and managing California's One-Stop system.

We believe that this report will be of interest to a wide range of readers, both those who are knowledgeable about California's workforce development environment,² and those who are engaged in the WIA programs, but who are less familiar with California's political jurisdictions and its program governance and administration. We have therefore included additional background information to assist readers who may desire it.

¹ Each acronym used in this report is defined during its first instance of use, with the acronym itself being used thereafter. A list of acronyms can be found in Appendix A, Glossary.

² Readers familiar with California's One-Stop Career Center System, and who are primarily interested in the results of the survey, can find the detailed survey results in Part IV, starting on page 17.

This report is organized into seven parts:

1. Executive Summary;
2. Background and Methods;
3. One-Stop Information Sources;
4. Local Workforce Investment Areas;
5. Survey Results;
6. Next Steps; and
7. Appendices that provide a glossary of terms and the written survey, and that describe the California Economic Strategy Panel regions and the One-Stop Career Centers that were visited as part of the project.

SUMMARY OF REPORT

1. Key Information Obtained from the Survey Questionnaire:

- There are 444 reported WIA-funded One-Stop sites (comprehensive, affiliated, specialized, kiosks, and mobile units)³ throughout California.
- Each of California's 50 Local Areas reports operating at least one comprehensive One-Stop Career Center.
- Seventy-five percent of One-Stop Operators⁴ manage only one to three sites, while four percent of One-Stop Operators manage large networks of 18 or more sites.
- A majority of One-Stop Operators designated by the Local Areas operated One-Stop centers and/or systems under the JTPA.
- Ninety-five percent of the One-Stop centers are within two blocks of public transportation.
- Ease of access to buildings and services for special needs populations is varied.
- Sixty-five percent or more of One-Stop centers provide outreach to, and screen for a variety of special needs populations.
- Sixty-seven percent of One-Stop sites are connected by electronic local area networks to other sites in their Local Areas.
- A majority of the mandatory WIA Partners/Programs are participating in local One-Stop systems through negotiated Memoranda of Understanding (MOUs).
- All 50 Local Areas offer services under the four primary WIA service categories of Core, Intensive, Training, and Youth.
- Fifty percent of the Local Areas anticipate implementing significant changes in their service delivery structures after July 1, 2001.

³ Comprehensive sites provide all WIA and mandatory partner programs and services on-site. Comprehensive sites are often referred to as "full-service" sites. Each Local Area is required to have at least one comprehensive site. Affiliated and specialized sites receive WIA funding and provide some mix of WIA and/or partner programs and services, but are not considered to be "full-service." Please see the Glossary, Appendix A, for more information about these terms.

⁴ Please see the Glossary, Appendix A, for a definition of One-Stop Operator.

2. Key Information Obtained from the Site Visits:

- Most of the sites reported that they are involved in one or more local or regional partnerships that assist in coordinating WIA services with other community services. The purposes and types of these collaborations vary from economic development, to State or federal grant initiatives, to administrative/service partnerships between Local Areas. Most sites also reported that they coordinate services with other One-Stop centers in their Local Areas, if there are two or more centers present.
- Most sites rely on partners to identify funding needs, and they address those funding needs through a variety of methods. Communication between partners occurs both formally and informally, and is one of the principal methods used to prevent the duplication of services between partner programs.
- Most sites tailor their services to employers by offering on-site facilities to business and industry and encouraging staff to form on-going relationships with employers. They also market services and resources to employers and may charge employers for the use of their facilities.

3. Effective Strategies

Numerous effective strategies were reported by Local Areas during the survey process. They ranged from methods of tracking service to casual customers to a comprehensive certification process for One-Stop centers. These results will be posted for the benefit of local administrators and practitioners on a new One-Stop Web Page that will be available through the Employment Development Department (EDD) homepage at: www.edd.ca.gov

The sharing of effective strategies is a common method used for continuously improving systems, programs, and services. The regular and systematic sharing of effective strategies was also one of the most requested forms of assistance asked of the State (see 4. *Next Steps* on the following page).

Two examples of effective strategies reported through the survey process are:

- The LA Works Partnership, a One-Stop Operator in the Los Angeles County Local Area, has implemented the PrimeWorks system, which has resulted in a tremendous effort to share data among partner agencies. The software system allows for the coordination of services among the partners and staff, and avoids duplication of data collection and services. Partners or affiliated agency staff can easily access, review, and edit participants' status and activities via the system. All staff working with the customer can view the results of the customer's progress and the results of goal attainment. PrimeWorks is a cutting-edge technology in the field of workforce development, and is rapidly being implemented by other One-Stop centers and training providers across California.
- The Ventura College Job and Career Center arranged with the county to create an apprenticeship program for 15 entry-level training positions. Only one person failed to complete the training. The county has authorized 25 more positions and the program may be expanded to other cities and agencies. Additionally, the

center is interested in linking with apprenticeship employers in other areas of the State and may attempt to connect with the State Department of Industrial Relations, Division of Apprenticeship Standards and their approved programs.

4. *Next Steps*

Next steps are divided into two categories, both of which reflect issues that State-level policymakers may wish to consider. The first category regards future One-Stop information-gathering efforts, and the second category concerns assistance and support requests from Local Areas.

- Future One-Stop information-gathering efforts and maintaining the database established through this survey process include these issues:
 - ✓ Conducting a comprehensive environmental scan of existing sources of One-Stop information;
 - ✓ Coordinating and collaborating in future One-Stop information-gathering efforts, including site visits;
 - ✓ Expanding the database established through the survey process with additional information-gathering efforts; and
 - ✓ Establishing a procedure for requesting information and reports from the database.
- Local Areas and individual One-Stop sites made a variety of assistance and support requests from the State. Requests were made both through responses to the written questionnaire and in-person responses during site visits, which included:
 - ✓ Cost-sharing activities, focusing on the sharing of cash resources to support the One-Stop systems and centers;
 - ✓ Additional and more readily and continuously available training in a variety of categories;
 - ✓ A system for the continuous and timely provision and sharing of effective strategies information;
 - ✓ Universal access, particularly physical and program access for special needs populations; and
 - ✓ A standard One-Stop certification process and system for certifying One-Stop centers.

The survey process resulted in some other important, if less tangible benefits that can contribute to building a statewide WIA system:

1. It greatly expanded the knowledge of the EDD and State partner staff about the One-Stop Career Centers and actual WIA operations at the local level;
2. It helped to establish good working relationships between State partner staff, and between State and local staff, who might otherwise not have worked together;
3. It established a data-collection method that can be used, in different forms, in the future;

-
4. It validated that the local organization of WIA operations and services is diverse and complex (in fact, survey results suggest that California's WIA program is even more complicated than was generally thought; this reflects the WIA emphasis on responding to local customers' needs); and
 5. It validated that the Local Areas have established service to their communities and customers as their first priority. However, much remains to be done to achieve the goal of universal access to a seamless array of services, particularly for special needs populations.

The staff who prepared the report incorporated the survey information into an electronic database that can be expanded as additional information is acquired in the future. The information presented in the report will undoubtedly lead to many, more specific questions about the One-Stop system. Some of those questions can be answered from the database, but many other questions will require the collection of additional information. This leads to some specific points:

1. The EDD should validate the results of this survey by sharing both the report and data with local partners.
2. Future information-gathering efforts must use carefully chosen and focused questions because survey processes are labor intensive for both State and local agencies.
3. The extent of reliable, shared knowledge of California's One-Stop Career Center System depends on the State's willingness to commit resources to future information-gathering efforts.

Again, we would like to take this opportunity to express our thanks to the administrators and staff in Local Areas, One-Stop Career Centers, and State partner agencies, whose generous commitments of time and knowledge provided the substance of this report.

PART I: BACKGROUND AND METHODS

The One-Stop Career Center Survey Report summarizes the results of the One-Stop Career Center Survey Project and is based, in part, on responses from all 50 of California's Local Areas to a written survey. The EDD conducted the project, on behalf of the California Health and Human Services Agency (CHHSA) and the California Workforce Investment Board (State Board). Other principal State partners participating in the project were the California Department of Education, the California Department of Social Services, the California Department of Rehabilitation, and the Chancellor's Office of the California Community Colleges.

The survey project consisted of four phases:

1. An environmental scan of existing sources of One-Stop information;
2. A written survey, distributed to all Local Areas in May 2001;
3. Follow-up telephone calls to all respondents to complete and/or clarify survey responses; and
4. 22 site visits by multi-agency teams to a wide range of WIA-funded One-Stop Career Centers.

Information from this process has been incorporated into a database that can be maintained as a continuing source of factual information to assist in guiding the development and operation of California's One-Stop Career Center System.

Background:

In 1994, the EDD, on behalf of the Governor, received a grant from the United States Department of Labor (DOL) to plan for a One-Stop service delivery system. Over the ensuing year of the grant, the EDD and other State and local partners developed the collaborative One-Stop Vision,⁵ which was an initial plan for establishing California's One-Stop Career Center System following guidelines issued by the DOL. In 1995, the EDD applied for and received a three-year federal grant of approximately \$23 million, for implementing the planned One-Stop Career Center System. The State issued some 70 competitive grants for planning and implementing One-Stop systems to local One-Stop partnerships throughout California. In addition to the federal grant, over \$15 million was made available in grants through JTPA Title III funds to support parallel efforts by Service Delivery Areas (SDAs) to establish One-Stop centers in their JTPA administrative areas. The EDD established and has maintained a proprietary database for the One-Stop systems/partnerships funded under each of these efforts.

⁵ *California's One-Stop Vision*, 1995.

In 1998, Congress enacted the WIA which, replaced the JTPA and, incorporated the amended Adult Education and Literacy, Rehabilitation, and Wagner-Peyser Acts. The WIA is intended to create a revitalized, customer-focused workforce development system. The WIA mandates the formation of Local Workforce Investment Boards (Local Boards) to administer programs within areas⁶ that meet specified criteria, and to oversee a mandated One-Stop service delivery system designed to provide quality information and services to customers. The WIA requires a multitude of workforce related programs to make their services available through the One-Stop service delivery system, and the Local Boards are required to make job readiness, job placement, and post-employment services available through contracts and vouchers.

As required by law, California implemented the WIA in July of 2000. During this first year of implementation, Local Areas have begun to adapt their One-Stop systems, established under the federal grant and JTPA Title III funding, to conform to the requirements under the WIA. The implementation of the WIA and the adaptation of One-Stop systems by the Local Areas have created a critical demand, both at the State and local levels, for factual information concerning the various local One-Stop systems and centers. The CHHSA, the State Board, the DOL, and other partners have all expressed an urgent need for current One-Stop information to assist them in developing and continuously improving California's One-Stop Career Center System under the requirements of the WIA. While some information on local One-Stop systems and centers existed, such as the EDD database that was established under the federal One-Stop grant, there was no one place to store, or from which to retrieve, common, comprehensive One-Stop information.

The immediate goal of the One-Stop Survey Project, therefore, was to identify established sources of proprietary One-Stop information and to establish a new, comprehensive One-Stop database by combining, refining, and expanding the information contained therein. This is the first step in an ongoing process of information collection and analysis regarding the 50 Local Area One-Stop systems and their networks of WIA-funded services and WIA-funded centers.

Survey Methods:

The four phases of the survey process began with an environmental scan of existing sources of One-Stop information, so that appropriate established database information might be incorporated. Following the identification of information sources, staff developed a written survey and distributed it to all Local Areas to be completed and returned so that the information in the database could be revised and expanded. The written survey requested information only about those One-Stop sites that are funded through the WIA. Project staff concluded that it was beyond the scope of this survey process to collect information about One-Stop sites that do not receive some level of WIA funding, even though there are many of them and they do form an important, although "unofficial," part of many local One-Stop systems.

⁶ Part III, Local Workforce Investment Areas contains an overview of this structure in California.

After the written survey was distributed, staff made follow-up telephone calls to all respondents to complete and clarify survey responses. Finally, multi-agency teams conducted site visits to a wide range of WIA-funded One-Stop Career Centers to view effective strategies and to observe systemic differences between different types of centers. Staff used a set of ten standard questions as the basis for all of these visits.

The written survey (please see *Appendix B* for the written survey) was designed to gather information in three One-Stop categories:

1. Operations;
2. Public accessibility; and
3. Partners/Programs/Services.

To address these three categories, the survey questionnaire was divided into five sections: *Survey Respondent Identification*, *One-Stop Site Information*, *One-Stop Operator Information*, *Effective Strategies and Ideas*, and *Other Information*. Although the survey questions in the *One-Stop Site Information* and *One-Stop Operator Information* sections were generally designed around the requirements in the WIA, the survey was not developed as a compliance or monitoring document or tool. Rather, the intent was to gather enough relevant information to provide an accurate and objective description of the WIA-funded One-Stop Career Center System and to guide local-, State-, and federal-level policymakers as they promote and support the continuous improvement of the system.

The written survey was developed with the cooperation and participation of all State-level partners and was reviewed by survey experts in EDD's Audit and Evaluation Division, Customer Survey Services Unit, before distribution. Written surveys were distributed to all Local Areas at the same time and were distributed in both hard-copy and electronic format (both on disk and through the Internet). The Regional Advisors in the EDD's Workforce Investment Division (WID), ten senior staff who each have the responsibility for providing technical assistance and program support to multiple Local Areas, made personal contacts with the Local Area Administrators both prior to and subsequent to the release of the survey. They also conducted the follow-up telephone survey with Local Areas to provide encouragement and assistance in completing and clarifying survey responses.

Finally, sites were selected for visits using various criteria that were established with the participation of State partners. Site selection was based on survey responses from the Local Areas. Staff selected sites that represent a broad range of One-Stop centers: from urban to rural, large to small, well-established to new, and comprehensive to satellite (please see *Appendix D* for a matrix of sites). The principal purpose of the site visits was to further explore effective strategies and technical assistance requests and to observe systemic differences.

Site visit teams, which were led by the WID Regional Advisors, were comprised of at least two additional State partner members and gathered responses to a list of ten standard questions. These questions were developed in cooperation with the State partners and solicited information not requested in the written survey. The teams also solicited additional detail regarding information that was requested in the survey. A total of 22 sites, located in 18 different Local Areas, were visited during the last two weeks of June and the second week of July (please see *Part IV, Survey Results* for the list of sites that were visited and the list of standard questions).

PART II: ONE-STOP INFORMATION SOURCES

The first phase of the One-Stop Career Center Survey Project was an environmental scan of existing information sources for the One-Stop Career Center System in California. Each of the partner departments, as well as partners within the EDD, were asked if they were collecting and storing One-Stop information for any purpose, and whether or not they had plans for doing so in the future.

The only database devoted to One-Stop information that was reported was the One-Stop Grant Database, established and maintained by the EDD for the JTPA-funded One-Stop centers and the federally-funded One-Stop partnerships. Other databases exist, many within the EDD, which collect and store One-Stop information but which were established for and are dedicated to other uses. For instance, the Job Training Automation (JTA) system collects a variety of information regarding WIA-funded services and participants, including participant characteristics. Nevertheless, its purpose is to track and report performance information that the DOL requires for mandated Welfare-to-Work (WtW) Grant and WIA programs. As such, it would be impractical to attempt to combine the JTA system with other One-Stop databases.

Databases such as the JTA system, however, and others not reported to the survey project, may represent important sources of additional One-Stop information to policymakers. As an example, many of the State partners maintain internal, administrative databases that report aggregate performance information about their programs to the Performance Based Accountability (PBA) system that is maintained by the State Board. The PBA system is an important, cross-program reporting system that provides State-level policymakers and the DOL with WIA performance information about mandated One-Stop programs and WIA services.

The EDD's One-Stop Grant Database, the only proprietary One-Stop database reported, offered the most comprehensive and dedicated information about One-Stop systems. Information from this database has been combined with One-Stop information in the EDD's Workforce Development Branch (WDB) Subgrantee Database,⁷ to form a common database devoted to basic information about the WIA-funded One-Stop Career Center System in California. The combined database has been expanded to include the new information collected through the survey project. This combined One-Stop database establishes a common source of fundamental One-Stop information that can be further expanded and updated. Other One-Stop-related databases might be combined under, or made accessible through this platform if State partners and policymakers choose to do so.

In addition to existing sources of One-Stop information, there are also many activities, either planned or underway, to collect additional information regarding the One-Stop Career Center System. For instance, the Chancellor's Office of the California Community Colleges is planning a survey to learn more about the Community Colleges'

⁷ Please see description on page 8.

involvement in local One-Stop systems. Information generated by these additional activities may also be of interest to State-level partners and policymakers.

Following are two separate lists. The first is a list of existing information sources reported during the environmental scan. The second is a list of One-Stop-related information-gathering activities that are either planned or underway. A brief description of each listed source of information or activity is included. These are partial lists and should not be viewed as comprehensive or exhaustive.

Additionally, the lists contain sources of One-Stop information that exist for internal administrative purposes and, due to legal and other constraints, are not necessarily available to the public or accessible by entities other than those that maintain them. These data sources and information-gathering activities are included to provide policymakers with a sense of the existing One-Stop information and activities that may be useful in understanding and supporting the One-Stop Career Center System. Efforts to use these data sources, and to gather One-Stop information in the future, should be coordinated at the State level.

Information Sources:

Job Training Automation (JTA) System

The EDD operates and maintains the JTA System to store and report data to the DOL in support of mandated programs such as the WtW Grant Program and WIA programs. The JTA System resides on an IBM UNIX server at the Health and Human Services Data Center (HHSDC), as well as locally operated servers managed by Local Areas and community-based organizations. Data are collected at the local community level, consolidated at the State level, and reported by the EDD to the federal government. At the local level, data are captured by either direct on-line entry to EDD-supported local databases that reside at the HHSDC, or imported electronically from various stand-alone databases located in Local Areas and community-based organizations.

The JTA System allows the State and Local Areas to share information that is used for performance calculations. Additionally, the Local Areas are able to “draw down” cash from the State system and report the related expenditures. Program data are extracted monthly from the local databases and transmitted to the State databases at the HHSDC. The extracted data include summary and specific client-level information about demographics, eligibility, activities, and outcomes. Statewide data are compiled and exported to DOL’s automated systems on a quarterly basis in accordance with federal mandates.

Program Activity Support System (PASS)

The California Job Openings Browse System (CalJOBS) is the EDD's no-fee Internet job search system, available through any personal computer with access to the Internet. The CalJOBS provides a connection between job seekers and employers. Job seekers can enter their skills and experience into a résumé database to match with job openings listed by employers. Job seekers submit their résumés to a database which employers can search to find qualified employees. Job seekers can also search the database of employer job listings to find suitable jobs. Personal information entered into the CalJOBS is secured by a user identification and password system. The CalJOBS replaced the legacy system previously used to perform job matching. The introduction of this new client-server, Internet-based system created a need for a tool that EDD staff could use to help them perform their functions.

The EDD developed PASS in response to this need, giving EDD staff the capability of recording services in a system operating on the same technical platform as the CalJOBS. The PASS is a tool that allows authorized EDD and partner staff to record program enrollments and services provided to their clients. The EDD uses the data collected in the PASS to generate reports that are required by the DOL, as well as reports to identify client employment service needs.

Employer Contact Management System (ECMS)

The ECMS is an Internet-based system available to those staff responsible for contacting employers for potential job openings. Both EDD and partner staff use the ECMS for documenting the results of employer contacts. The ECMS makes joint contact records (including employer contacts, characteristics, services, and resulting outcomes) available to both EDD and partner staff. The ECMS is a useful tool for meeting the mandates of State Assembly Bill 67, which took effect October 3, 1997. This legislation was intended to reduce the duplication of job identification activities in each county, as well as enhance them, by coordinating employer contacts among the EDD, County Welfare Departments, Local Areas, and Community Colleges.

One-Stop Grant Database

The One-Stop Grant Database, created under the DOL One-Stop grant to California, was the primary repository of information about the California One-Stop Career Center System's funded activities and general One-Stop resources, as well as the One-Stop sites themselves. This database was the State's most comprehensive source of information about One-Stop Career Centers in California. The three major constituent databases of the One-Stop Grant Database were a contact database, a grant management database, and a subgrantee database. All three were fully searchable.

The contact database was an expanded address book of names, addresses, telephone numbers, and pertinent information about One-Stop centers and professionals who work in them. The database contained pertinent site information such as who the partners were, which services were available, and whether the center and its programs were accessible to special needs populations. Because the information was fully searchable, users could create ad hoc listings (such as Local Area One-Stop centers that have CalJOBS access) based on any combination of the data stored in the system.

Other information collected included Local Area effective practices, ongoing efforts of local partnerships, and information regarding resources such as conferences, publications, training, and consultants.

The One-Stop Grant Database, and the information it contained, was used as the platform for creating the new One-Stop Career Center System Database (OSCCS). Combined with certain data from the WDB Subgrantee Database, the OSCCS contains the most current, comprehensive information available about the One-Stop Career Center System in California. Like the old database, it is fully searchable and can be both revised and expanded to become an ongoing source of factual, One-Stop information.

Workforce Development Branch Database

The EDD's WDB Subgrantee Database contains contact information for Local Area Administrators, management information system personnel, fiscal personnel, Local Board members, local chief elected officials, WtW Grant Program administrators, and other subgrantees. The WDB Subgrantee Database is updated by the WID and is used for contact information. It is used by the WDB to mail merge information for letters, Directives, Information Bulletins, and other necessary correspondence. One-Stop related information from this database was combined with the One-Stop Grant Database to form the platform for the new OSCCS database.

Business Operations Planning and Support Division (BOPSD) Facility Databases

BOPSD Facility Databases collect and store information for current and past premises owned by the EDD and the State, leased from private and public entities, and free-space agreements between the EDD and its partners to conduct business functions and provide services to the people of California. The databases provide storage for premise data of contractual dates, lessor/owner information, service obligations, rent/tenant improvement schedules/payments, and occupant listing by service program.

Data revision occurs concurrently with premise activities. Reviews are conducted for accuracy, progress, and fiscal effect based on EDD schedules and by request for ad hoc reports. Premises rent obligations and newly-established and closed facilities are reported on a monthly basis. Mapping of facility-related data is correlated with other components to develop visual illustrations of known parameters. Fiscal effects of current premises and developing projects are collected, analyzed, and reported to the EDD on a quarterly basis. Additionally, estimates are developed in concurrence with other organizations within the EDD to evaluate and plan long-range budget needs.

Information Collection Efforts:

Community Colleges Survey

The Chancellor's Office of the California Community Colleges will survey the 108 California Community Colleges to obtain an accurate picture of the colleges' participation in California's WIA system, focusing especially on their participation in One-Stop Career Centers. The Chancellor's staff intends to engage selected workforce system partners, including WID and State Board staff, in its planning for and conduct of this work.

Equal Employment Opportunity Office Self-Assessments

To assure compliance with the nondiscrimination provisions of Section 188 of the WIA and Title 29 Code of Federal Regulations, Part 37, each Local Area is monitored annually for equal opportunity compliance by the EDD's Program Review Branch, Compliance Review Division (CRD). As part of this process, Local Boards complete a self-evaluation guide and return it to the CRD. The guide identifies nine major equal opportunity elements that ensure Local Area compliance with applicable nondiscriminatory provisions. CRD staff prepare written reports of each review and notify the Local Area, the EDD's State Equal Employment Opportunity Officer, and the EDD's WID of their findings, if any.

Assessment and Standards Workgroup

The Universal Access Workgroup was established by the Operations Committee of the State Board and, under the leadership of Dr. Catherine Campisi, Director of the California Department of Rehabilitation, is exploring access to the One-Stop Career Center System and its programs and services for people with disabilities. One of three workgroups under the Universal Access Workgroup, the Assessment and Standards Workgroup is charged with assessing the One-Stop Career Center System for both physical and program accessibility, and then making recommendations to the State Board regarding accessibility guidelines that could be adopted throughout the State. To fulfill its goals, this workgroup will use accessibility information generated by the One-Stop Career Center Survey Project and perform other assessment activities of its own over the course of the next year.

Department of Rehabilitation Access Assessments

The Department of Rehabilitation's Community Development Section conducts usability surveys in locations where their Department is either co-locating, or is considering co-location, when the Americans with Disabilities Act Technical Assistance and Training Section has not yet been able to complete a full access survey. The Department of Rehabilitation is coordinating their efforts with the EDD's efforts (see page 10).

EDD Access Assessment

To better ensure that all EDD customers and employees have equal and constant access, the EDD has chartered an access assessment project that is intended to develop enterprise-level policies and procedures for all of the EDD's programs and offices. The first step in this workgroup's project is to perform an assessment of the access that the EDD provides to its services and programs. Within this project, the EDD is contracting for an independent assessment of physical access in 126 different office locations. This project is being coordinated with the Assessment Standards Workgroup.

California Workforce Association (CWA) One-Stop Community Meetings

The CWA has divided the State into four large regions (Northern, Bay Area, Central, Southern) for the purpose of bringing together One-Stop staff and personnel from other local entities that provide similar services or interact with the local One-Stop systems. Through meetings of these groups, the CWA assists Local One-Stop personnel in sharing information and identifying and resolving common issues.

PART III: LOCAL WORKFORCE INVESTMENT AREAS

California operated the JTPA system through 52 SDAs, each of which was designated by the Governor to serve as an administrative area for the funding and delivery of JTPA programs and services. Based upon population and other factors, SDAs consisted of a single city or consortium of cities, or a single county or consortium of counties. Each SDA had its own Private Industry Council (PIC) comprised of a variety of representatives from throughout the geographical expanse of the area representing, among others, organized labor, local government, and the private sector. The PICs provided policy and program guidance while an administrative entity provided services and service-delivery infrastructure.

The WIA required some modifications to the previous structure, but allowed for existing infrastructure to be used to establish the new Local Areas, expanded Local Boards, and local One-Stop delivery systems. The One-Stop Career Center System in California, developed under the federal One-Stop grant and JTPA Title III funding, had been established primarily within the SDA structure, with local One-Stop partnerships formed around single or multiple SDAs. In transitioning to the WIA, then, it was natural for local chief-elected officials to use existing SDA administrative and service delivery systems and infrastructure in establishing the new, local, workforce investment systems.

As a result, there were few changes to the SDA structure as it became the Local Area structure under the WIA. Two northern California SDAs merged with a larger SDA, giving California 50 Local Areas under the WIA rather than the 52 SDAs it had maintained under the JTPA. Other than that, there were only minor changes to the area structure as it existed under the JTPA. Additionally, with the significant federal, State, and local investments that had been made in establishing the One-Stop Career Center System, many of the local administrative and program professionals within the Local Areas, as well as existing partnerships and One-Stop centers, were transferred into the new systems.

Local Areas represent the basic governmental/administrative structure under the WIA for the receipt and expenditure of funding and for the delivery of workforce investment services. Each Local Area has a designated local chief-elected official, and each Local Area operates and maintains its own One-Stop system. Federal WIA funding is distributed by allocation formula to Local Areas, and is distributed and expended within the Local Areas following policy established by the Local Boards, which now include representatives from all mandated One-Stop programs as well as a majority membership from the private sector.

Local Areas vary dramatically in geography, demographics, industry, and economy. Under the WIA, the programs, infrastructure, partnerships, and services are configured to best serve each Local Area's communities. Understanding something about each Local Area, then, is supportive of an understanding of the various One-Stop delivery systems and centers throughout the State, particularly when considering systemic differences between different Local Areas' systems.

To aid in that understanding, a list and a map of California's 50 Local Areas follows. Appendix C discusses California's nine Economic Strategy Panel regions and how descriptions of each can assist in a high-level understanding of the Local Areas they contain.

CALIFORNIA LOCAL WORKFORCE INVESTMENT AREAS

Alameda County <i>Local Area: Alameda County, excluding the City of Oakland</i>	Carson, Lomita, Torrance Consortium <i>Local Area: Cities of Carson, Lomita, and Torrance</i>
City of Anaheim <i>Local Area: City of Anaheim</i>	City of Long Beach <i>Local Area: Cities of Long Beach and Signal Hill</i>
City of Los Angeles <i>Local Area: City of Los Angeles</i>	City of Oakland <i>Local Area: City of Oakland</i>
City of Richmond <i>Local Area: City of Richmond</i>	City of San Bernardino <i>Local Area: City of San Bernardino</i>
City of Santa Ana <i>Local Area: City of Santa Ana</i>	City of San Jose/ Silicon Valley Workforce Investment Area <i>Local Area: City of San Jose and the balance of Santa Clara County not served by NOVA</i>
Contra Costa County <i>Local Area: Contra Costa County, excluding the City of Richmond</i>	Foothill Consortium <i>Local Area: Cities of Arcadia, Duarte, Monrovia, Pasadena, Sierra Madre, and South Pasadena</i>
Fresno County <i>Local Area: Fresno County</i>	Golden Sierra Consortium <i>Local Area: Alpine, El Dorado, Nevada, Placer, and Sierra counties</i>
Humboldt County <i>Local Area: Humboldt County</i>	Imperial County <i>Local Area: Imperial County</i>
Kern, Inyo, and Mono Consortium <i>Local Area: Kern, Inyo and Mono Counties</i>	Kings County <i>Local Area: Kings County</i>
Los Angeles County <i>Local Area: The unincorporated areas of Los Angeles County, excluding the City of Signal Hill</i>	Madera County <i>Local Area: Madera County</i>
Marin County <i>Local Area: Marin County</i>	Mendocino County <i>Local Area: Mendocino County</i>
Merced County <i>Local Area: Merced County</i>	Monterey County <i>Local Area: Monterey County</i>
Mother Lode Consortium <i>Local Area: Amador, Calaveras, Mariposa, and Tuolumne counties</i>	Napa County <i>Local Area: Napa County</i>
North Central Counties Consortium (NCCC) <i>Local Area: Colusa, Glenn, Lake, Yuba, and Sutter counties</i>	Northern Rural Training and Employment Consortium (NoRTEC) <i>Local Area: Butte, Del Norte, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, and Trinity counties</i>

CALIFORNIA LOCAL WORKFORCE INVESTMENT AREAS
(Continued)

North Valley Job Training Consortium (NOVA) <i>Local Area: Cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale</i>	Orange County <i>Local Area: Orange County, excluding the Cities of Anaheim and Santa Ana</i>
Riverside County <i>Local Area: Riverside County</i>	Sacramento County/City <i>Local Area: County and City of Sacramento</i>
San Benito County <i>Local Area: San Benito County</i>	San Bernardino County <i>Local Area: San Bernardino County, excluding the City of San Bernardino</i>
San Diego County/City <i>Local Area: San Diego County</i>	San Francisco County/City <i>Local Area: City/County of San Francisco</i>
San Joaquin County <i>Local Area: San Joaquin County</i>	San Luis Obispo <i>Local Area: San Luis Obispo County</i>
San Mateo County <i>Local Area: San Mateo County</i>	Santa Barbara County <i>Local Area: Santa Barbara County</i>
Santa Cruz County <i>Local Area: Santa Cruz County</i>	Solano County <i>Local Area: Solano County</i>
Sonoma County <i>Local Area: Sonoma County</i>	South Bay Consortium <i>Local Area: Cities of El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Manhattan Beach, Redondo Beach</i>
South East Los Angeles County (SELACO) Consortium <i>Local Area: Cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk</i>	Stanislaus County <i>Local Area: Stanislaus County</i>
Tulare County <i>Local Area: Tulare County</i>	Ventura County <i>Local Area: Ventura County</i>
Verdugo Consortium <i>Local Area: Cities of Glendale, Burbank, and La Canada-Flintridge</i>	Yolo County <i>Local Area: Yolo County</i>

Local Workforce Investment Areas



PART IV: SURVEY RESULTS

This part of the report includes the results of both the written survey and the 22 site visits. The part is divided into four sections:

1. Written Questionnaire Results;
2. Site Visit Results;
3. Effective Strategies; and
4. Assistance and Support Requests.

A written survey was the method selected to gather basic, factual information about the WIA-funded One-Stop Career Center System. This factual information could then become a valuable resource for State- and local-level policymakers in their efforts to support the establishment and continuous improvement of the One-Stop system. The survey instrument was designed to collect a large set of information on the statewide system of One-Stop Career Centers, and was not intended to support the assessment or monitoring of Local Areas or One-Stop sites. Finally, the written survey was prepared with significant participation by a variety of State-level partners.⁸

The survey instrument focused on WIA requirements relative to three broad categories of information:

1. Operations;
2. Public Accessibility; and
3. Partners/Programs/Services.

The survey also asked Local Areas to report information exclusive to those One-Stop centers and points of service that they support with WIA funds.

Written survey results assisted in selecting sites to visit during that phase of the project. Site visits focused on a number of factors including a list of ten standard questions that were asked of each site, effective strategies and assistance and support requests that had been reported through the written survey, and apparent systemic differences between sites. This part of the report presents the aggregate responses to the ten standard questions that were asked of each of the sites that were visited. Appendix D contains descriptions of each of the sites as well as the Local Areas in which they are located.

Effective strategies information and assistance and support requests were collected both through the written survey and the site visits. Those results, consequently, are presented separately from the written survey and site visit results.

⁸ Appendix E contains the names and affiliations of the participating partners.

Survey Distribution and Response:

The written survey was distributed to all 50 Local Area Administrators on May 21, 2001, with a return deadline of June 1, 2001. Approximately 30 surveys, or 60 percent, had been completed and returned by the June 1 deadline. Over the next several weeks, the EDD's WID Regional Advisors contacted Local Areas that had not returned survey responses and, by July 20, 2001, all 50 Local Areas had responded.

Although the Local Area response rate was 100 percent, most of the survey responses contained incomplete information or information that required clarification. The process of completing and clarifying information began the first week of June. In addition, the Local Area survey responses have been recorded but not validated.

The following section lists the key survey questions that were asked under the three broad One-Stop categories listed above. The analysis of the responses is presented for each of these key questions. The written survey asked Local Areas and One-Stop sites for more information than is reported here. All information obtained through the survey process has been entered into the OSCCS Database. The EDD anticipates ongoing interest in the data collected through this process and is developing a process through which requests for information may be made and fulfilled.

Twenty-five of the Local Areas reported that they are changing their services and structures after July 1, 2001. This is a significant factor as California enters its second year of WIA implementation. The One-Stop Career Center System under the WIA is in its infancy, and can be expected to continue changing for some time to come. Survey results, therefore, describe California's WIA-funded One-Stop system as it existed in mid-2001.

SURVEY QUESTIONNAIRE RESULTS

Section 1: Operations

One-Stop Service Points:

The written survey asked the Local Areas to identify all of their WIA-funded One-Stop sites, or service points, including kiosks and mobile units,⁹ but only asked for detailed information about each Local Area's comprehensive, affiliated, and specialized sites.¹⁰ The Local Areas identified a total of 444 sites, or service points, including kiosks and mobile units. Of those, 291 were reported as comprehensive, affiliated, or specialized sites. Complete survey data (Section II, One-Stop Site Information)¹¹ were reported on 239 of those 291 sites. Data for the remaining 52 sites is not available, so 52 of the sites are not included herein. When the data for these 52 sites becomes available, the database will be revised.

⁹ Please see Appendix A for definitions of these terms.

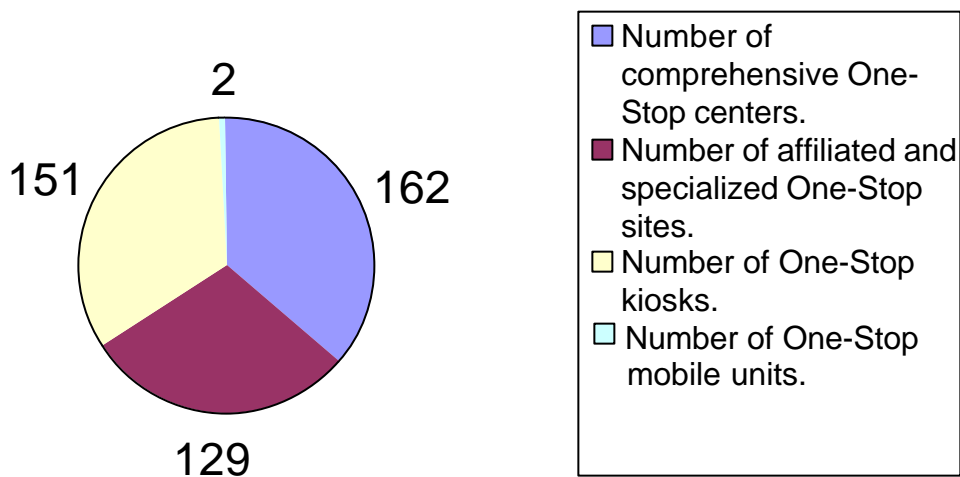
¹⁰ Please see Appendix A for definitions of these terms.

¹¹ Please see Appendix B for the complete survey.

Survey Question: **How many sites receive WIA funds to operate as official One-Stop sites under your LWIB (Local Workforce Investment Board)?**

The total number of California's WIA-funded One-Stop sites and service points for all Local Areas is shown below. However, complete survey results were submitted for only 239 of the 444 total sites. Affiliated and specialized sites are reported together because their definitions are similar, and survey respondents often did not make this distinction.

Distribution of WIA-Funded One-Stops



One-Stop Operators:

Survey Question: **Please provide contact information for your One-Stop Operator(s).**

The One-Stop Operator information came from a number of areas of the survey and is summarized in the two charts on the next page. The total number of One-Stop Operators reported in this part of the survey is 99. Because some Operators have contracts with more than one Local Area, there appear to be 106 Operators when the Operators are counted by Local Area. There are five Operators who operate sites in two different Local Areas and one Operator who operates sites in three Local Areas. The Local Areas that reported Operators who operate One-Stop sites in multiple areas are:

1. Foothill Consortium (also operating in Los Angeles County);
2. Los Angeles County (also operating in City of Los Angeles);
3. Carson, Lomita, Torrance Consortium (also operating in City of Los Angeles);
4. City of Los Angeles (also operating in San Diego City and County); and

The diversity of California's One-Stop system is reflected in the Operator numbers. There are 74 Operators who operate three or fewer One-Stop sites. These 74 Operators represent 75 percent of all Operators, yet they represent only 29 percent of the reported One-Stop sites. At the other end of the spectrum, the five largest Operators who operate the greatest number of sites have contracts with 37 percent of all of the reported sites.

Total number of Operators	99
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Number of Operators Within a Local Area	Number of Local Areas Who are in this Category
1	39
3	4
4	1
5	2
6	1
7	1
12	1
16	1

Survey Question: **What process was used to select this One-Stop Operator? (Competitive bid, Designation before the implementation of the WIA, Three or more partners entered into a written agreement to be a One-Stop Operator, Other [describe]).**

This question allowed for four different responses. Some surveys had multiple responses (e.g. operators were selected under both the designation category and the three-or-more category). Sixteen percent, or 20 out of 124 of the Operators were designated through a competitive bid process. Sixty-two percent, or 77 out of 124 of the Operators were designated through a non-competitive process; and 22 percent, or 27 out of 124 of those responding, did not report what process was used for designation.

Number of Operators	Process Used to Select the Operator
20	Competitive bid
50	Designation before the implementation of WIA
21	Three or more partners entered into a written agreement to be a One-Stop Operator
6	Other
27	Did not have any process designation on the survey
124*	*Total number of boxes selected on this part of the survey (not the total number of operators)

Other Operations Questions:

Survey Question: **Do you have a process for counting or tracking clients as they physically enter this site?**

A total of 211 out of 239 comprehensive, affiliated, and specialized sites have a process for counting or tracking clients as they physically enter the sites.¹²

Survey Question: **Is this site connected by a local area network to the other sites in your One-Stop system?**

A total of 161 out of 239 sites are connected by local area networks to the other sites within their Local Areas.

Survey Question: **LWIB Web Site Address.**

Thirty-five of the 50 Local Areas reported that they have web sites.

¹² Please see Effective Strategies, starting on page 48, for the PrimeWorks and SMARTCard systems.

Survey Question: **For the fiscal year beginning July 1, 2001, are you planning to implement any significant changes in your service delivery structure?**

Twenty-five of the 50 Local Areas are planning to implement significant changes in their service delivery structures for the fiscal year beginning July 1, 2001. This number reflects the transitive nature of these survey results. Anticipated changes include, but are not limited to, opening new centers; relocating existing centers; re-negotiating partnerships and MOUs; commissioning specialized centers such as stand-alone Youth Centers and mobile units; adopting electronic tracking and case management systems such as SMARTware; developing strategic One-Stop plans; and re-designating One-Stop Operators.

Survey Question: **Is there any signage outside the premises identifying this as a One-Stop site?**

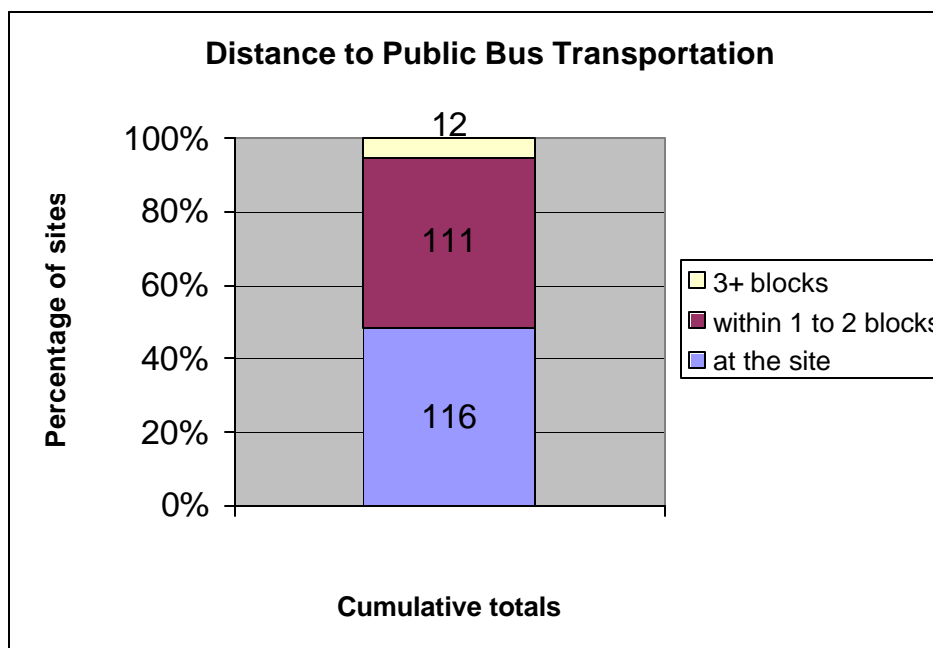
A total of 179 out of 239 One-Stop sites reported that they have signage outside the premises identifying them as One-Stops.

Section 2: Public Accessibility

Public Transportation:

Survey Question: **How far (in city blocks) is this site from the nearest public transportation, e.g., bus stop? (Bus: at site, 1-2 blocks, or 3+ blocks).**

Public bus transportation is available either at the site, or within one to two blocks of the site, for 95 percent of the sites reporting (227 out of 239). Only 12 sites reported availability three or more blocks away. The survey did not ask if the path of travel from the public transportation site to the One-Stop site was fully accessible.

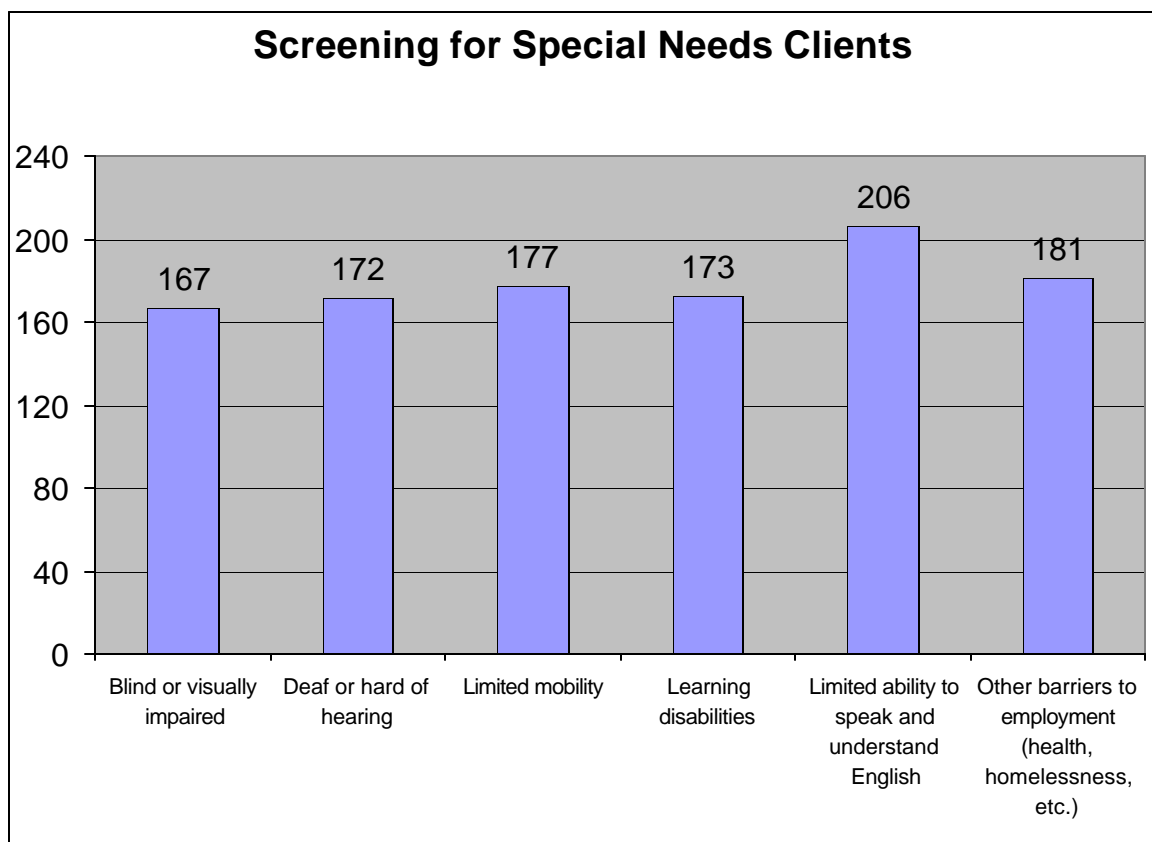


The number of One-Stops that reported availability of public transportation other than the bus is 13 at their sites, 7 within one to two blocks of their sites, and 16 with other public transportation three or more blocks away.

Screening for Special Needs Populations:

Survey Question: **Do you screen clients to identify those who are blind or visually impaired, are deaf or hard of hearing, have limited mobility, have learning disabilities, have limited ability to speak and understand English, have other barriers to employment such as health issues, homelessness, etc.?**

Screening for each of these types of special needs clients could have a maximum of 239 responses. One-Stops responded independently to screening for each type of special needs client (e.g., a One-Stop might screen in all areas except for “blind or visually impaired”). Additionally, the survey did not ask how the screening is being conducted.



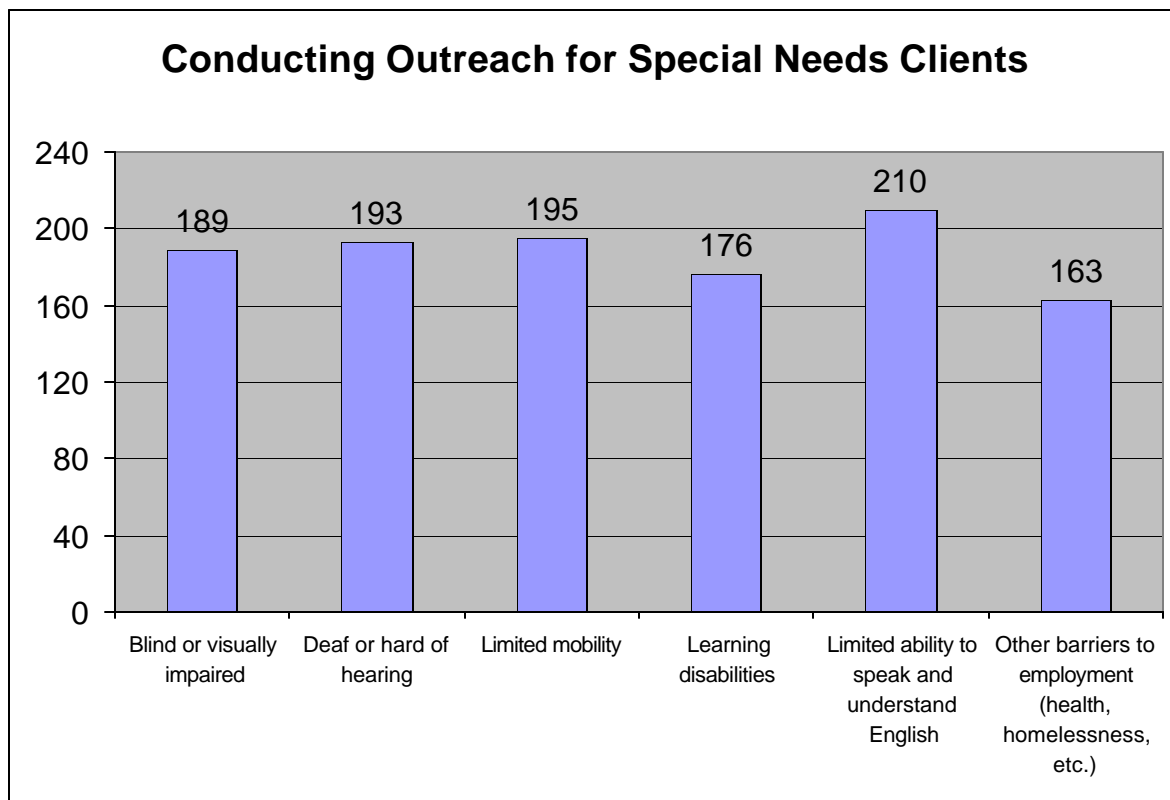
There are a total of 239 sites that reported data in this area. This chart shows the number 240 on the y-axis because of charting software requirements.

Outreach to Special Needs Populations:

Survey Question: **What outreach do you conduct to bring to this site clients who are blind or visually impaired, are deaf or hard of hearing, have limited mobility, have learning disabilities, have limited ability to speak and understand English, have other barriers to employment such as health issues, homelessness, etc.?**

Outreach for each of these types of special needs clients could have a maximum of 239 responses. One-Stops responded independently to outreach for each type of special needs client (e.g., a One-Stop might conduct outreach in all areas except for “Other barriers”). Responses to the question of “what” outreach is being conducted were narrative responses and difficult to quantify by type or by effectiveness. Methods of outreach include, but are not limited to: job fairs, public service announcements, partnerships with entities that serve special needs populations, and web sites.

Displayed below are the number of One-Stop sites that reported conducting some type of outreach for these special needs populations.



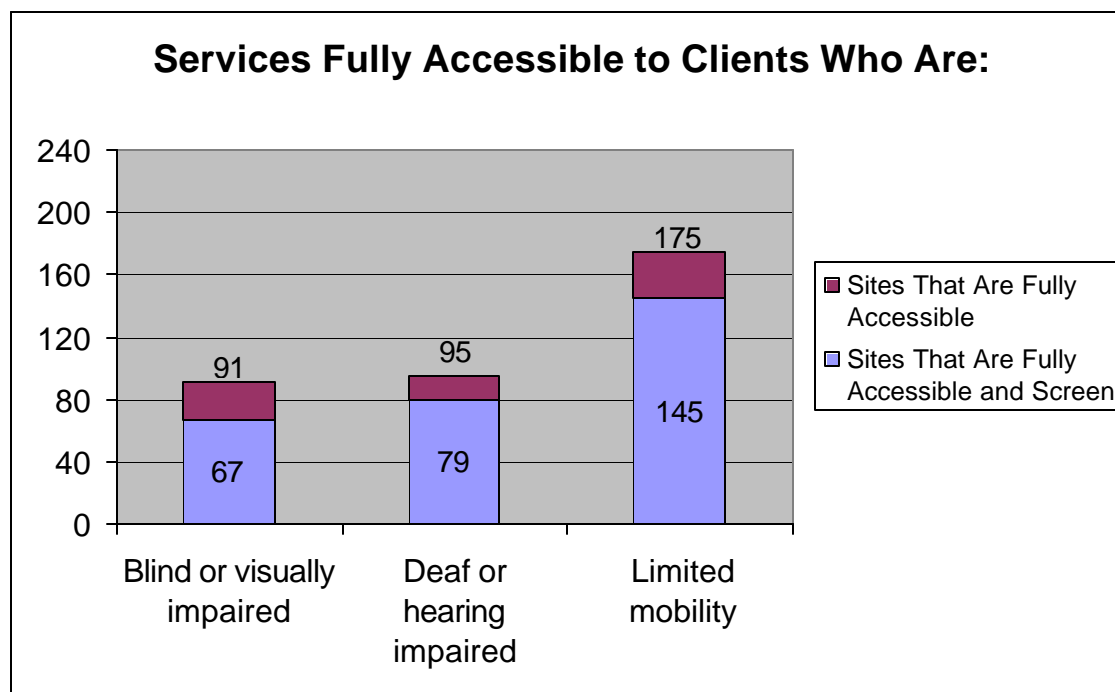
There are a total of 239 sites that reported data in this area. This chart shows the number 240 on the y-axis because of charting software requirements.

Program Accessibility for Persons with Disabilities:

Survey Question: **Are the services at this site fully accessible to clients who are blind or visually impaired, deaf or hearing impaired, or who have limited mobility?**

Accessibility for each of these types of special needs clients could have a maximum of 239 responses. One-Stops responded independently to accessibility for each type of special needs client (e.g., a One-Stop might be fully accessible in all areas except for “deaf or hearing impaired”). The term “fully accessible” was not defined in the written survey, so One-Stop sites responded based upon their own understanding of full accessibility. In addition to sites that report being fully accessible to clients with special needs, there was interest in how many sites were both fully accessible to and screened for clients who are:

1. Blind or visually impaired;
2. Deaf and hard of hearing; or
3. Limited mobility.



There are a total of 239 sites that reported data in this area. This chart shows the number 240 on the y-axis because of charting software requirements. While not all One-Stops reported being fully accessible to these three populations, most are working on becoming fully accessible. Additionally, many One-Stops requested technical assistance, funding, or training from State-level partners to aid in becoming fully accessible.¹³

¹³ Please see Assistance and Support Requests, page 52, and Part V, Next Steps, page 55.

Section 3: Partners/Programs /Services

Partners and Programs:

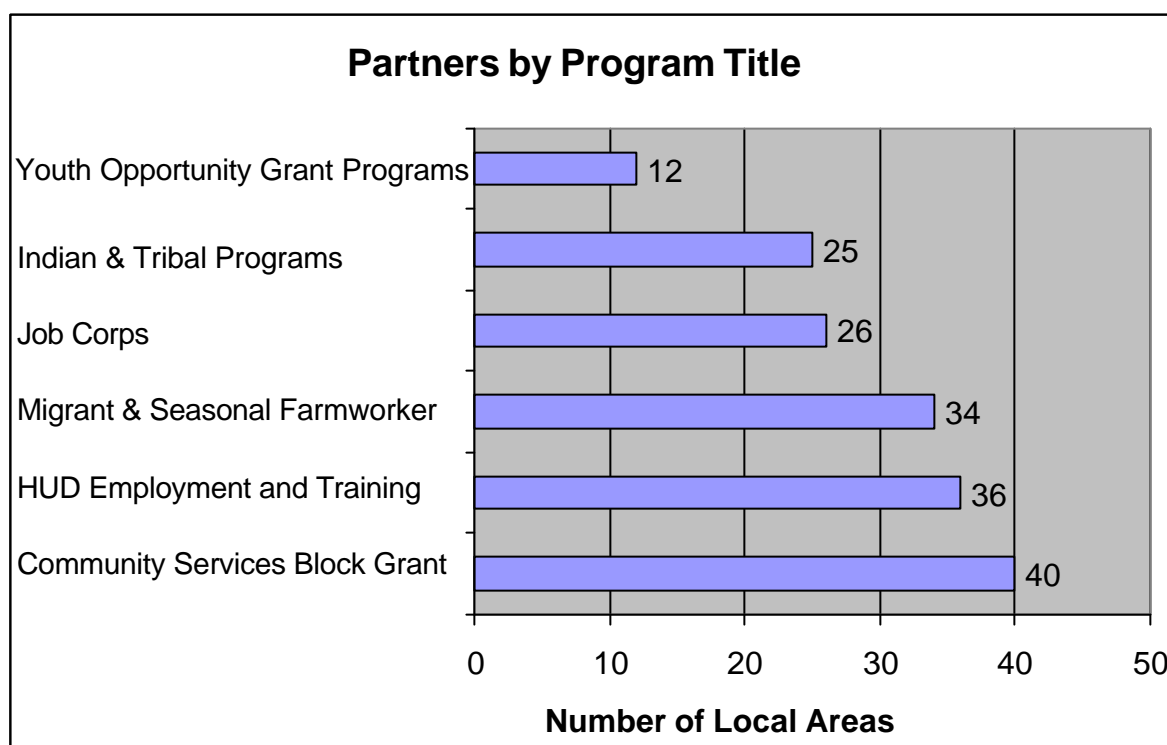
Survey Question: **Has this Partner signed a One-Stop site MOU? Is this Partner the one that owns or is the primary lessee of this site (facility)?**

The WIA requires the partners who administer 18 mandatory programs to participate in the One-Stop systems in all Local Areas, but not necessarily at all One-Stop sites. All partners/programs enter into an MOU with the Local Board. In addition, partners/programs usually sign a contract or agreement with the Operator(s) of the site(s) through which they participate. The written survey referred to this type of agreement as a “site MOU.” Each One-Stop site also has a primary lessee, who may or may not be the Operator. The percentages shown under “primary lessee” add up to more than 100 percent because a partner/program can be listed multiple times under the different programs that they offer.

Partner/Program Name	% of 239 sites with a signed site MOU	% of 239 sites where the partner/program is the primary lessee
Perkins Postsecondary Vocational Ed.	83%	20%
WIA Youth Services	82%	41%
WIA Dislocated Worker Services	82%	57%
WIA Adult Services	81%	58%
Welfare-to-Work Grant	79%	46%
Adult Education and Literacy	77%	11%
Older Americans Act Title V	76%	2%
Wagner-Peyser Programs	75%	18%
Youth Opportunity Grant	74%	9%
Community Services Block Grant	70%	12%
Vocational Rehabilitation	70%	2%
Veterans' Services [Title 38]	69%	11%
Unemployment Insurance	66%	14%
Migrant & Seasonal Farmworker	66%	6%
NAFTA / TAA	65%	16%
HUD Employment and Training	64%	7%
Indian and Tribal Programs	52%	1%
Job Corps	51%	2%

Survey Question: For each program listed, if it is a partner, provide the name of the organization offering that program.

The WIA requires that certain programs and the partners who administer those programs participate in, and be available through the One-Stop delivery system in each Local Area, if the partners/programs are present in the area. In addition, Local Areas can include other programs and partners that offer services that meet their communities' needs. Local Areas indicated what partners/programs are represented at one or more One-Stop sites within their areas. This chart shows some of the partners/programs that were present in fewer than 50 Local Areas.



Availability of services:

Survey Question: List the services you offer to all clients – job seekers, training seekers, and employers – at this site.

All 50 of California's Local Areas receive funding for and offer services in the four WIA categories listed in the written questionnaire: Core, Intensive, Training, and Youth.¹⁴ The written questionnaire asked individual sites to report the WIA services they offer within each category (Intensive and Training were combined). Although many services within each of the four categories are offered through all 50 Local Areas' One-Stop systems, some individual services within categories may not be offered in all Local Areas. This is due to strategic service decisions that Local Boards must make based on

¹⁴ Please see Appendix A, Glossary, for definitions of these terms.

the availability of funding, the labor market, the needs of the customer population, and so forth. An example of a reported service that is available through only 44 Local Areas' One-Stop systems is private-sector training. An example of a reported service that is available through all 50 Local Areas' One-Stop systems is unemployment claim filing information.

Additionally, individual One-Stop sites within Local Areas can differ markedly in the services they offer, both within the different categories, and by category. Many affiliated/specialized centers, for instance, may offer Core services, but contract Intensive and Training services out to other providers. Other sites may offer Youth or Dislocated Worker services exclusively.

Following are the WIA services as they were listed in the written questionnaire.

WIA Services

Core Services:

- Determination of eligibility
- Outreach
- Intake
- Orientation
- Initial assessment
- Job search assistance
- Placement assistance
- Employment statistics info.
- Training provider cost & performance info.
- One-Stop system performance info.
- Availability of supportive services
- Unemployment claim filing info.
- Welfare-to-Work grant
- Financial aid program eligibility assistance
- Follow-up services – core

Intensive and Training Services:

- In-depth assessment
- Individual employment plan
- Group counseling
- Case management
- Short-term prevocational services
- On-the-job training
- Nontraditional employment training
- Occupational skills training
- Workplace training with instruction
- Private-sector training
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities
- Customized training

WIA Services (continued)

Youth Services:

- Objective assessment
- Individual service strategy
- Preparation for postsecondary education
- Links to academic & occupational learning
- Preparation for unsubsidized employment
- Connections to intermediary organizations
- Tutoring, study skills training & instruction
- Alternative secondary school offerings
- Summer employment linked to learning
- Paid and unpaid work experience
- Leadership development opportunities
- Supportive services
- Follow-up services – youth

Learning about services:

Survey Question: How does the client learn about services?

Clients learn about services from staff explanation, written materials, and through electronic media. All sites used a combination of methods to inform their clients of the availability of services. The survey asked for multiple responses and responses indicate that clients learn about many of the services through all three methods.

The services are shown by the WIA categories of Core, Intensive and Training, and Youth. There are more than 13 services offered in each category. The percentages shown are calculated from the number of sites (maximum of 239) that responded to the question. The services with the lowest and highest percentage are shown in the “range” and “service examples” columns. The services listed are from the complete list of mandatory WIA services previously listed.

Core Services

Range

Service Examples

Staff	74% to 100%	(74% is One-Stop system performance info., 100% is Initial assessment)
Written	63% to 95%	(63% is Follow-up services - Core, 95% is Outreach)
Electronic Media	22% to 93%	(22% is Welfare-to-Work grant, 93% is Employment statistics info.)

Intensive and Training Services

	Range	Service Examples
Staff	84% to 100%	(84% is Private sector training, 100% is Case management)
Written	37% to 81%	(37% is Group counseling, 81% is Adult education and literacy activities)
Electronic Media	12% to 51%	12% is Group counseling, 51% is Adult education and literacy activities)

Youth Services

	Range	Service Examples
Staff	91% to 98%	(91% is Leadership and development opportunities, 98% is Follow-up services – Youth)
Written	56% to 67%	(56% is Objective assessment, 67% is Tutoring, study skills training & instruction)
Electronic Media	16% to 57%	(16% is Individual service strategy, 57% is Links to academic & occupational learning)

Service availability:

Survey Question: **Where does the client obtain services?**

Clients obtain services both onsite and offsite. Onsite could include One-Stop staff conducting an in-depth client assessment, and offsite could be using a client's home computer to access labor market information offered through the One-Stop's web site.

The services are shown by the WIA categories of Core, Intensive and Training, and Youth. There are more than 13 services offered in each category. The percentages shown are calculated from the number of sites (maximum of 239) that responded to the question. The services with the lowest and highest percentage are shown in the "range" and "service examples" columns. The services listed are from the complete list of mandatory WIA services previously listed.

Core Services

	Range	Service Examples
Onsite	84% to 100%	(84% is One-Stop performance info., 100% is Orientation)
Offsite	19% to 85%	(19% is One-Stop performance info., 85% is Outreach)

Intensive and Training Services

	Range	Service Examples
Onsite	33% to 97%	(33% is Customized training, 97% is In-depth assessment)
Offsite	17% to 80%	(17% is Individual employment plan, 80% is Entrepreneurial training)

Youth Services

	Range	Service Examples
Onsite	41% to 87%	(41% is Alternative secondary school offerings, 87% is Objective assessment)
Offsite	48% to 88%	(48% is Individual service strategy, 88% is Tutoring, study skills training & instruction)

Survey Question: **Can this service be obtained via electronic access?**

Clients obtain services electronically both onsite and offsite. Onsite could include using a One-Stop's computer to conduct job search activities and offsite could be using a client's home computer to access local employment statistics offered through the One-Stop's web site.

The services are shown by the WIA categories of Core, Intensive and Training, and Youth. There are more than 13 services offered in each category. The percentages shown are calculated from the number of sites (maximum of 239) that responded to the question. The services with the lowest and highest percentage are shown in the "range" and "service examples" columns. The services listed are from the complete list of mandatory WIA services previously listed.

Core Services

	Range	Service Examples
Yes, onsite	26% to 88%	(26% is Availability of supportive service, 88% is Employment statistics info.)
Yes, offsite	12% to 79%	(12% is Intake, 79% is Outreach)
No	8% to 64%	(8% is Employment statistics info., 64% is Determination of eligibility)

Intensive and Training Services

	Range	Service Examples
Yes, onsite	0% to 34%	(0% is On-the-job training, 34% is Adult education & literacy activities)
Yes, offsite	0% to 33%	(0% is Case management, 33% is Adult education & literacy activities)
No	Up to 75%	(75% is Customized training)

Youth Services

	Range	Service Examples
Yes, onsite	0% to 49%	(0% is Paid and unpaid work experience, 49% is Links to academic & occupational learning)
Yes, offsite	0% to 44%	(0% is Summer employment linked to learning, 44% is Links to academic & occupational learning)
No	Up to 73%	(73% is Individual service strategy)

Overall service trends:

General trends that are reflected in the service data are:

- Staff inform clients about available services;
- Over three-quarters of the services are available onsite; and
- Forty-one percent of the services are not available electronically.

Overall numbers for all categories

How do Clients Learn About Services?	Percentages
Staff	95%
Written	68%
Electronic	40%
Where Services are Obtained	
Onsite	77%
Offsite	60%
Are Services Obtained Electronically?	
Onsite	29%
Offsite	24%
No	41%

Survey Question: List the services you offer to all clients -- job seekers, training seekers, and employers -- at this site.

In addition to the required categories of WIA services, there were 77 services reported in the “Other services not already listed” section of the written survey. The list of other services that were reported follows. Duplicated services have been removed from this list. Many of these additional services are specific to one or more Local Areas. We did not ask the sites to explain or describe any of their other services offered. The following list illustrates the wide range of additional services that may be available through the One-Stop systems.

- DOL's Workforce Network programs (e.g., America's Talent and Job Banks)
- Basic skills training
- Business Resource Center
- Business services
- CalJOBS¹⁵ (Access by youth)
- Career counseling
- Casey Family Grant
- Childcare switchboard
- Community Resource Directory
- Community resource referral information
- Computer classes
- County personnel testing
- Drug & Alcohol awareness and counseling
- Environmental resources training
- Employer services
- Employer training programs
- English as a Second Language
- Expungement clinics
- Federal bonding
- Fee licensing
- GED testing
- Healthcare options
- Human resources materials
- Independent Living Program
- Intake/eligibility for out-of-school programs
- Internships
- Informational events
- Interview room
- Job Retention Workshop
- Language services
- Long Term Unemployed Project (WIA) case management, in-depth assessment, Individual Employment Plan
- Mayor's Summer Jobs Program
- Mentorship program (CalWORKs¹⁶ funded)
- Non-custodial parents
- Positive recruitment
- Preparation for post-secondary education
- Pre-employment services
- Recruitment and interviewing information
- Resource Center
- Russian Forum
- Russian Job Club
- Small Business Development Counseling
- Tax credit information
- Video conference equipment
- Website with several features
- Youth-orientation to the One-Stop
- Youth-Transition Kit (High School Seniors Next Steps - Education or Employment)

¹⁵ Please see Part II, One-Stop Information Sources.

¹⁶ CalWORKs is the California Work Opportunity and Responsibility to Kids welfare reform program.

SITE VISIT RESULTS

The purpose of the site visits was to gather additional information regarding effective One-Stop strategies and technical assistance or support requests, and to observe systemic differences between various systems based on geographic, demographic, and socio-economic factors. Each visit was to a WIA-funded comprehensive, affiliated, or specialized One-Stop Career Center and focused on a list of ten standard site visit questions.

Similar to the written survey, the purpose of the site visits was to gather information about, but not to monitor or evaluate the One-Stop sites for either compliance or performance. As such, the effective strategies information and the descriptions of the sites that were visited¹⁷ is the only site-specific information that is included in this project report.

Twenty-two sites were selected using criteria suggested by the State-level partners. A matrix of the selected sites¹⁸, that shows those general criteria, was developed and shared with the State partners before the site visits took place. All State partners who planned to participate in site visits met on June 24, 2001, for a four-hour site visit training session. They were provided with a site visit guide and site visit tools in an effort to ensure consistency between visits and between site visit teams. During the last part of the meeting, teams were assembled and site visit trips were assigned. Teams were comprised of three to six partner staff.

Information was gathered during the site visits using three basic approaches:

1. Responses to the ten standard questions;
2. Observations and narrative information from the site visit teams; and
3. Documentation, such as brochures, written plans, or statistical reports supporting and describing effective strategies.

Each site visit team submitted a brief written report that included a narrative highlighting the above observations, responses, and information. Site visit teams consisted of a WID Regional Advisor as the team leader and partner staff as team members.

Participating partners were:¹⁹

1. The California Department of Education (2)
2. The Chancellor's Office of the California Community Colleges (5)
3. The California Workforce Investment Board (5)
4. The California Department of Rehabilitation (1)
5. The EDD: *Equal Employment Opportunity Office*, (2) *Job Service Division* (4),
Senior Worker Advocate Office (1), and *WID* (14)
6. The California Department of Social Services (1)

¹⁷ Site descriptions are included in Appendix D.

¹⁸ The Site Visit Matrix is included in Appendix D.

¹⁹ Please see Appendix E for a list of all site visit participants.

This section presents:

1. A listing of sites and site visit participants;
2. A California map depicting the sites that were visited;
3. The aggregate responses to the ten standard questions; and
4. General observations from site visit team members.

Accompanying this section of the report is Appendix C, which contains a discussion of California's Economic Strategy Panel Regions. In addition, Appendix D contains the matrix of the sites that were visited and brief descriptions of each of the sites and the Local Areas in which they are located. Note that effective strategies, and assistance and support requests gathered during the site visits are addressed on pages 48 through 53.

**SCHEDULE OF SITE VISITS AND TEAM MEMBERS
WEEK OF JUNE 18
(6 sites)**

- **Contra Costa County (Brentwood) (Completed 6/21)**
- **Richmond (Completed 6/21)**

Karl Jaensch, EDD,²⁰ Regional Advisor, 654-8447, KJaensch@edd.ca.gov

Rob Arthur, EDD, 654-7459, Rarthur@edd.ca.gov

Edie Thomas, DOR, 263-7300, Ethomas@dor.ca.gov

- **Golden Sierra (Loomis) (Completed 6/19)**
- **Sacramento County (Completed 6/20)**

Hal Readdick, EDD, Regional Advisor, 657-4346, HReaddick@edd.ca.gov

Susan Moore, EDD, 654-7249, Smooore1@edd.ca.gov (Golden Sierra – 6/19)

Ed Keller, EDD, 654-9052, Ekeller@edd.ca.gov (Golden Sierra – 6/19)

Dave Mar, State Board, 324-3369, Dmar@cwib.ca.gov (Sacramento – 6/20)

Jackie Wolfe, EDD, 654-9339, Jwolfe@edd.ca.gov (Sacramento – 6/20)

- **Solano County (Susuin) (Completed 6/21)**
- **Sonoma County (Santa Rosa) (Completed 6/27)**

Judy Branaman, EDD, Regional Advisor, 654-8537, JBranama@edd.ca.gov

Eileen Rohlfing, EDD, 657-4960, Erohlfin@edd.ca.gov

Dave Mar, State Board, 324-3369, Dmar@cwib.ca.gov

²⁰ See legend on page 39 for acronym descriptions.

WEEK OF JUNE 25

(6 sites)

- **Anaheim (Completed 6/27)**
- **San Diego (San Diego and Escondido) (Completed 6/26)**
Roger Schmitt, EDD, Regional Advisor, 653-4803, RSchmitt@edd.ca.gov

Ken Smith, State Board, 324-3257, Ksmith2@CWIB.ca.gov
Bob Schallig, CDE, 322-3728, Rschalli@cde.ca.gov
- **San Bernardino County (Completed 6/27)**
Lydia Rios, EDD, Regional Advisor, 654-7685, LRios@edd.ca.gov

Robin Harrington, Comm. Colleges, 322-6810, Rharring@CCCCO.edu
Jane Canty, State Board, 324-2853, Jcanty@ca.gov
- **San Jose (Completed 6/27)**
Karl Jaensch, EDD, Regional Advisor, 654-8447, KJaensch@edd.ca.gov

Susan Moore, EDD, 654-7249, Smoore1@edd.ca.gov
Cathe Rutherford, State Board, 324-1440, Crutherford@CWIB.ca.gov
Dean Smith, Comm. Colleges, Observer
Robert Hotchkiss, EDD, Observer
- **Ventura County (Completed 6/27)**
Harry Butler, EDD, Regional Advisor, 654-9668, HButler@edd.ca.gov

Barry Noonan, Comm. Colleges, 445-8026, Bnoonan@CCCCO.edu
Jon Courtway, EDD, 654-7459, Jcourtwa@edd.ca.gov
Teresita Clark, EDD, 654-7959, Tclark@edd.ca.gov

WEEK OF JULY 9
(10 sites)

- **City of Los Angeles (City College and Goodwill) (Completed 7/12)**
Denise Miller, EDD, Regional Advisor, 654-7988, Dmiller1@edd.ca.gov

Ken Smith, State Board, 324-3257, Ksmith2@cwib.ca.gov

Geri Douglas, Comm. Colleges, 322-1440, Gdouglas@CCCCO.edu

Walter Johnson, EDD, 654-8001, Wjohnson@edd.ca.gov

- **Long Beach (Boeing and Youth Center) (Completed 7/12)**
Linda Palmquist, EDD, Regional Advisor, 653-4103, LPalmqui@edd.ca.gov

Bob Schallig, CDE, 322-3728, Rschalli@cde.ca.gov

Ron Selge, Comm. Colleges, 322-1677, Rselge@CCCCO.edu

Robert Padilla, State Board 324-3287, Rpadilla@CWIB.ca.gov

- **NoRTEC (Quincy) (Completed 7/12)**

Linda Beattie, EDD, Regional Advisor, 654-8887, LBeattie@edd.ca.gov

Donna Stearns, Comm. Colleges, 322-4004, Dstearns@CCCCO.edu

Jon Courtway, EDD, 654-7459, Jcourtwa@edd.ca.gov

Jane Canty, State Board, 324-2950, Jcanty@cwib.ca.gov

- **North Central Counties Consortium (Lakeport) (Completed 7/13)**
Linda Beattie, EDD, Regional Advisor, 654-8887, LBeattie@edd.ca.gov
Donna Stearns, Comm. Colleges, 322-4004, Dstearns@CCCCO.edu
Jane Canty, State Board, 324-2950, Jcanty@cwib.ca.gov
Jon Courtway, EDD, 654-7459, Jcourtwa@edd.ca.gov

- **Tulare County (Visalia) (Completed 7/10)**

Lydia Rios, Regional Advisor, 654-7685, LRios@edd.ca.gov

Ken Quesada, EDD, 653-1681, Kquesada@edd.ca.gov

Cathe Rutherford, State Board, 324-3437, Crutherford@CWIB.ca.gov

Mary Gallet, CDE, 445-5723, Mgallet@cde.ca.gov

Jane Canty, State Board, 324-2950, Jcanty@cwib.ca.gov

Robin Harrington, Comm. Colleges, 322-6810, Rharring@CCCCO.edu

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- **Madera County (Madera) (Completed 7/12)**
 - **San Benito County (Hollister) (Completed 7/11)**
Doug Orlando, EDD, Regional Advisor, 654-0315, DOrlando@edd.ca.gov

Greg Gibson, EDD 654-8824, Ggibson@edd.ca.gov

Laura Barbosa, EDD 654-8434, Lbarbos@edd.ca.gov

- **San Mateo County (Daly City) (Completed 7/10)**
Judy Branaman, EDD, Regional Advisor, 654-8537, JBranama@edd.ca.gov

Geri Douglas, Comm. Colleges, 322-1440, Gdouglas@CCCCO.edu

Dave Mar, State Board, 324-3369, Dmar@cwib.ca.gov

Suzette Smith, State Board, 324-2936, Ssmith@cwib.ca.gov

Legend:

EDD – Employment Development Department

DOR – California Department of Rehabilitation

State Board – California Workforce Investment Board

CDE – California Department of Education

Comm. Colleges – Chancellor's Office of the California Community Colleges

LWIA Sites Visited



Aggregate Responses to the Ten Standard Questions

1. Are any of your One-Stop centers, or is your Local Area, a part of any formal collaboratives (e.g., economic development, regional, consortia of Local Workforce Investment Areas) through which you coordinate WIA services with other community planning and services?

Most of the sites reported that they are involved in one or more local or regional collaboratives that assist in coordinating WIA services with other community services. The purposes and types of these collaborations vary from economic development, to State or federal grant initiatives, to administrative/service partnerships between Local Areas. A few examples are:

- The Private Industry Council Aerospace Network, a regional partnership of Local Areas from Santa Barbara County through Imperial County, collaborates on issues with and services for dislocated workers in the aerospace industry;
- The Capital Area Investment Zone, that includes the Sacramento County/City, Golden Sierra Consortium, and Yolo County Local Areas, and is similar in intent and purpose to other multi-Local Area consortia, such as EASTBAY Works;²¹
- Regional Workforce Preparation and Economic Development Act regions; and
- Partnerships administering grants under the Governor's Caregiver Training Initiative.

2. If there is more than one One-Stop site in your self-identified economic development region, labor market region, or sub-region, how do you coordinate services for businesses and for job seekers?

Most of the sites reported that they do coordinate services with other One-Stop centers in their Local Areas, if there are two or more centers present. Additionally, sites often coordinate with centers in adjacent Local Areas. Coordination occurs through a variety of means that include:

- Using Intranet systems;
- Regular in-person meetings of staff from the different sites;
- Using a common, statewide Internet system; and
- Sub-committees within the Local Boards.

²¹ Please see the section on Effective Strategies, starting on page 48.

3. How do you and your partners identify budgetary/funding needs and how do you develop resources and plans to meet them?

Most sites rely on partners to identify funding needs, and they meet those funding needs through:

- Monthly partner meetings;
- Requests For Proposals for local resources;
- Requesting additional State or federal grant funding; and
- Involving non-WIA funded partners.

Some sites, however, reported that no real cost-sharing and/or planning occurs between the partners.

4. How do you communicate the availability of the partners' services within the One-Stop site and system? How do you refer clients to partners' services?

This communication occurs both formally and informally. The formal approaches include:

- Newspaper ads;
- Web sites;
- Cross-training of staff;
- Newsletters;
- On-site and off-site presentations;
- MOU commitments;
- Remote kiosks;
- Client self-assessments;
- Distributed packets of information;
- Local Areas including these requirements in their One-Stop certification process; and
- Referral of clients as part of orientation and counseling sessions.

The informal approach, which some sites think is the most effective way, includes:

- Word-of-mouth, when staff are participating in community events;
- Increasing casual contact by locating the One-Stop center in an area that is central to the community;
- Informal discussions; and
- Developing good working relationships between partner staff.

Referrals occur through various means, depending on the number of on-site partners and the level of single-entity operation, or integration of services, within the

centers. Some centers have Internet-based systems through which customers can easily self-refer. Many centers operate single points of entry to their sites and referrals are made at that stage, either by hard-copy or electronically. Customers are informed in all cases about the various services available and, in those situations in which a partner is not on-site, customers may be referred physically to the partner's location.

5. How are you and your partners addressing non-duplication of services?

Most sites are attempting to prevent or reduce the duplication of partner services through a variety of means, such as:

- Close coordination and communication between career development specialists and clients (on an as-needed basis they jointly determine the programs that will assist the individual clients with their training and employment needs);
- Assigning one case manager to each client, so the chance of duplicate services is minimal;
- Using the MOU process;
- Using negotiations during the contracting process for WIA services to ensure that there is no duplication of services;
- Using Local Area collaborations to provide forums that ensure the partners continue to communicate what they are providing to the community in the way of services; and
- Using management information systems as shared resources throughout the centers.

6. How do you tailor your services to business/industry needs consistent with labor market structures (e.g., sector, geographic, economic development)?

Most sites tailor their services in this manner by offering on-site facilities to business and industry and encouraging staff to form on-going relationships with employers. They also market these resources to employers who may use the sites infrequently. Business and industry use sites to conduct interviews, hire employees, and conduct training. Some sites charge for the use of their facilities. Another strategy is the use of monthly brown bag lunches, during which businesses learn about and discuss issues important to them, and through which they are exposed to resources which can help them remain in business and develop.

7. Do you use local labor market information for planning purposes? If yes, what sources do you use for LMI and do they fulfill your needs?

Most sites use labor market information for planning purposes, although a few said that their Local Areas use the information instead of the sites themselves. The primary sources of labor market information are publications and on-line data generated by the EDD's Labor Market Information Division, with Local Area and local Community College resources also mentioned.

8. What are the services you make available to employers?

All sites seem to make at least some services available to employers. Services mentioned include both fee-based and no-cost services. Some of the services are:

- Information and technical assistance for Americans with Disabilities Act compliance;
- Employee retention;
- Employee assessments;
- On-site job recruitment;
- Prescreening applicants;
- Employee training;
- Conference facilities;
- Customized business closure or downsizing assistance;
- Resource libraries;
- Labor market information;
- Workshops and seminars;
- Special population access information; and
- Web sites that provide employers with automated labor market information, training program information, and access to a database of applicants.

9. How are you addressing physical and program access needs of special populations?

Many of the sites that were visited are addressing these needs by:

- Coordinating with the Department of Rehabilitation;
- Forming partnerships with special programs for special populations, such as the Green Thumb program for senior workers;
- Participating on special needs task forces; and
- Attending training.

Some sites offer on-site child care and mental health specialists, and some sites have even been developed to concentrate on meeting the needs of special populations, such as the City of Los Angeles Goodwill site.²²

²² Please see Appendix D, Site Descriptions.

10. How do you assist youth that *do* qualify for WIA services, but don't receive them, or who *do not* qualify for service under WIA?

Most sites refer youth that do not qualify for, or who do not use WIA services, to other youth service providers or to youth mentor groups. Some provide youth services with non-WIA funds. Strong partnerships with many different youth providers, such as the Youth Employment Opportunity Program and the School-to-Career program, are evident at many of the sites. Finally, some Local Areas have established specialized, stand-alone youth sites.

General Team Member Observations

Site visit teams provided written narratives of their visits, as well as the responses to the standard site visit questions. The written narratives contain information about the sites, including additional effective strategies and/or assistance and support requests, based on the teams' observations.

The site visit team members met with project staff on July 23, 2001, to discuss the site visits and to provide their impressions of the One-Stop system in general. Team members were asked during that meeting for their most important observations or impressions resulting from the visits they made. The discussion led to the following list, which contains information not displayed elsewhere in the report. There was general consensus among the site visit team members as to these observations.

1. *Local Control and Local Diversity*

The One-Stop Career Center System was developed in the years prior to the implementation of the WIA using federal, State, and local funding to establish partnerships and centers that addressed the diversity of California's local areas and communities. Local flexibility and control were important elements in that development, resulting in a One-Stop system under the WIA that is truly localized and that reflects the widely varied demographics, industries, geographies, economies, and politics of California.

Many Local Area representatives, as well as site representatives during the visits, commented on the need for State-level policymakers to recognize and acknowledge the reality of local diversity and the necessity of local control and local flexibility as the State takes action to support the system. In identifying issues, establishing policies and guidance, and developing and providing technical assistance and other forms of support for the One-Stop Career Center System, policymakers should consider the diversity within the One-Stop systems and be sensitive to the flexibility necessary for Local Areas (and even One-Stop sites within Local Areas) to respond effectively to localized needs.

2. *Local Areas' Interest in the Survey Project*

Many Local Area representatives and site representatives expressed interest in the One-Stop Survey Project Report for use as a planning tool. There seems to be a particularly strong and widespread desire for a more systematic and regular sharing of the type of effective strategies information reported through the survey project. Many Local Areas also have requested access to the OSCCS Database for planning purposes.

3. *Effective Strategies*

Site visit team members generally agreed that local administrators and staff do not always identify strategies they employ as being effective, or of interest to others, because they may have become routine ways of doing business. Site visit teams noted a number of effective strategies that they observed during their visits, but that

were not reported in the written survey responses.²³ It may be worthwhile for future identification and publication of effective strategies to provide assistance to Local Areas and One-Stop sites to help administrators and staff identify and share such practices.

4. Site Visits

The general consensus of the site visit team members is that site visits are extremely useful in at least three ways:

- As an educational process for the partner staff making the visits;
- As a valid method of gathering information about the system; and
- As a method of developing partnerships with Local Areas.

Local Area administrators and One-Stop Operators are generally interested in having State-level partners and policymakers visit their sites. Not only does it provide the opportunity to demonstrate how they administer the WIA and One-Stop service delivery, but it also helps to assure them that participating State-level staff understand the system as a whole, as well as its inherent diversity. Site visits also provide an opportunity for One-Stop staff to ask for support and assistance which, in some cases, State-level staff can provide during the visits. Site visit team members have received numerous inquiries from sites that were not visited as to when they might expect to receive visits.

As a result, there is a general consensus among the site visit team members that visits to a variety of One-Stop sites, particularly sites that have never been, or are normally not visited, should continue. In continuing them, however, one of the purposes should be to collect information about the sites in order to add to the ongoing and collective knowledge of the system. Also, the visits should be by State-partner teams and should be coordinated to reduce the duplication of effort.

5. Rural Diversity

Site visit teams visited both rural sites in the Central Valley and rural sites in the mountainous regions to the north. An important observation about these different types of rural sites is that there are substantial differences between them, even though they all have rural economies. In the mountainous regions, for instance, travel and physical access to One-Stop centers can be a significant problem due to the geography of the region, whereas in the rural valley areas, geography does not pose the same barriers. Also, rural valley areas are more heavily populated and seem to have a more substantial infusion of resources than do the rural mountainous areas. This additional diversity should be taken into account by policymakers when addressing the needs of the Local Areas and their One-Stop systems.

²³ Please see the section on Effective Strategies, page 48, for a sample of effective strategies observed during the site visits.

EFFECTIVE STRATEGIES

Section IV of the written survey asked the Local Areas to describe strategies they have used (or are using) that they believe are successful and that, if shared with other Local Areas, might assist in resolving problems or issues common to the One-Stop systems. Site visit participants also observed what they believed were effective strategies being employed in some of the sites visited. In each instance, Local Areas and One-Stop sites have willingly shared this information.

Following is a sample list of the effective strategies that were observed and reported during this survey project. Strategies listed herein are examples only, but are representative of the complete list which will be posted for the benefit of local administrators and practitioners on a new One-Stop web page that will be available through the EDD homepage at: www.edd.ca.gov

1. The Yuba Community College One-Stop Center, part of the North Central Counties Consortium Local Area, has had a very successful relationship with the county CalWORKs office. The center conducts shared case meetings that include the WIA staff, Department of Rehabilitation, Department of Mental Health, Yuba Community College-CalWORKs, the EDD, and other appropriate staff as needed from the One-Stop. This practice has assisted the customers to successful completion of their activities and/or has aided the counselors in their determination of services.

For further information, contact Stuart Knox at (530) 458-0326 extension 305.

2. The Workforce Development Board of Contra Costa County, in concert with the Local Boards of Oakland, Alameda, and the City of Richmond, operate One-Stop centers as a regional system called EASTBAY Works. This collaborative system serves all of the two-county (Contra Costa and Alameda) region and provides a level of standardization in the following ways:
 - Outreach and marketing to employers;
 - Coordinated job development;
 - Front-end triage for services;
 - One application for a Smart Card (a computerized services card) which is good at any center and allows for shared case management within a Local Area and across the region;
 - Centralized process for issuance and payment of Individual Training Accounts as well as processing of vendor applications;
 - Coordinated development of templates for discussion and adoption by Local Boards as they develop key policies;
 - Collaborative regional grant-writing;
 - Coordinated review of new products;
 - Coordinated cross-agency training;
 - Coordinated regional work teams focusing on specific software solutions;

-
- Coordinated customer satisfaction surveys; and
 - Ongoing evaluation of new opportunities for the larger regional system.

It should be noted that this is but one of many such collaborations between multiple Local Areas for similar purposes.

For further information, contact Jane Myers at (510) 728-7865.

3. The West Adams/Baldwin Hills One-Stop Center, a part of the City of Los Angeles Local Area, prepared a "Customer Service Handbook" which is given to all new customers as part of an effort to provide effective self-directed core services. This handbook is divided into the following sections, with a great deal of information which is continuously updated:

- One-Stop Services and Programs;
- Self-Directed Job Search Information and Techniques;
- Labor Market Information;
- Résumé and Interviewing Information;
- Job Survival Skills; and
- Training and Community Service Information.

This take-home booklet has proven to be popular with all the customers. Each time they visit the One-Stop center they have their booklets in hand. The One-Stop center provides this information to customers, in this form, because it includes basic employment information as required under core services, as well as giving the job seekers something that they can use in the future. If the customers never return to the One-Stop center, they still have a good resource for helping themselves.

For further information, contact Munzel Johnson at (323) 732-7867.

4. The LA Works Partnership, a One-Stop Operator in the Los Angeles County Local Area, has implemented the PrimeWorks software system which has resulted in data-sharing among partner agencies. The software system allows for the coordination of services among the partners and staff and avoids duplication of data collection and services. Partners or affiliated agency staff can easily access, review, and edit participants' status and activities via the system. All staff working with the customer can view the results of the customer's progress and the results of goal attainment. PrimeWorks is a cutting-edge technology in the field of workforce development and is rapidly being implemented by other One-Stop centers and training providers across California.

The LA Works Partnership is the only One-Stop partnership that has developed and implemented a comprehensive Internet-based case management system. Use of PrimeWorks through a web site provides job seekers with in-depth and specific assistance tailored to their particular background and goals. Local and regional job opportunities are featured. Open access to nationwide and local job banks and

skills-based selectivity assures efficient and effective job search. Vataha, the latest product from LA Works, is a web-based career path planning system designed to assist job development professionals in helping job seekers identify their career goals and then target the training they need to meet those goals.

For further information, contact Salvadore Valazquez at (626) 960-3964.

5. A strategy that has been effective for Riverside County is holding orientation sessions in the evening for WtW Grant Program clients. This fits with most of their schedules, since many are working during the day. The One-Stop allows the Department of Public Social Services to be at each Orientation to certify client eligibility. Training providers are also invited to market their particular training programs to clients. This process is an effective strategy that is efficient and user-friendly to the clients.

For further information, contact Kathy Fortner at (909) 955-3233.

6. The Ventura College Job and Career Center arranged with the county to create an apprenticeship program for 15 entry-level training positions. Only one person failed to complete the training. Ventura County has authorized 25 more positions and the program may be expanded to other cities and agencies. Additionally, the center is interested in linking with apprenticeship employer needs in other areas of the State and may attempt to connect with the State Department of Industrial Relations, Division of Apprenticeship Standards and their approved programs.

For further information, contact Dr. Kay Faulconer-Boger at (805) 477-2000.

7. The community-based organization Goodwill Industries of Los Angeles, created the Center for Assistive Technology (CAT). The CAT lab has approximately 15 stand-alone personal computer workstations designed to assist those with disabilities. The technology ranges from a complete Braille keyboard to using microdot technology for those individuals that can only move their heads. The Systems Analyst, seeking additional innovative approaches to assist those individuals faced with multiple challenges, is constantly increasing the capacity of the lab.

The Goodwill center is a centerpiece of a major effort by the City of Los Angeles to improve the physical and program accessibility of their One-Stop sites for special needs populations, particularly persons with disabilities. They have formed a city-wide task force on serving people with disabilities that, among its other responsibilities, provides access-related training and local funding for the purchase of assistive technology, and develops assessment tools for site use. This is all a part of a larger application process they are establishing for locally certifying One-Stop centers.

For further information, contact Kori Miller at (323) 539-2095 or kmiller@lagoodwill.org.

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8. The Quincy Employment and Training Center One-Stop partnership has made extensive efforts to develop marketing materials for outreach and informational purposes regarding their center, programs, and services. There were two volumes of such material developed to promote the employment efforts of the One-Stop and also the community at large. These two volumes are essentially scrap books of all of the marketing promotions they run throughout the year. The material is collected and analyzed each year (as to what worked and what didn't) and utilized to construct the marketing plan for the following year.

For further information, contact Gary Corderman at (530) 283-3933 extension 11.

9. The Resource Room at the Tulare County Employment Connection Center in Visalia is very large and inviting, even to the point of allowing the children of adult job seekers to remain on site without the slightest disruption. The circular workstations with multiple computers could be a model for effective use of space, and the Employer Resource Center is equally impressive. The center has gone to some lengths to accomplish effective communication and virtual One-Stop strategies in a large county with imposing, geographical access issues. The modeling of professionalism on the part of all staff and partners, along with a business atmosphere through every square inch of the premises, helps make the Visalia One-Stop an excellent example of comprehensive One-Stop practice.

For further information, contact Kathy Johnson at (559) 713-5200.

ASSISTANCE AND SUPPORT REQUESTS

The last question in the written survey asked “What would be the most valuable form of assistance or support that the State could provide to your One-Stop system?” The question was not asked of specific sites in the written survey. Rather, it was asked of the Local Areas in the hope that responses might provide State- and local-level policymakers with systemic policy and administrative issues for consideration in their ongoing efforts to support and assist the establishment and continuous improvement of the One-Stop Career Center System. Numerous and varied responses were received. Additionally, during their visits, site visit teams did ask the question of specific sites, and they reported a variety of additional requests for assistance and support.

Some of the assistance and support requests were specific to the sites or the Local Areas that responded and did not necessarily reflect systemic policy or administrative issues. Those requests are being addressed by the WID Regional Advisors where appropriate, through their normal course of business, or are being referred to the appropriate State partner(s) for assistance.

The assistance and support requests that reflect apparent systemic policy or administrative issues are listed below. Similar or identical requests have been combined. Additionally, requests received through the written survey responses have been combined with requests received during the site visits.

Responses:

1. Local Areas would like the State to do more to facilitate the continuous and timely provision and sharing of effective strategies information. Local Areas and One-Stop sites have traditionally used other Local Areas' or sites' effective strategies for ideas and approaches that may assist in their efforts to continuously improve their systems. They appear to want a singular source of effective strategies information, however, to which they can regularly contribute and from which they can regularly benefit.
2. Several Local Areas suggested that a standard, One-Stop certification process, and systems for delivering that certification, would be helpful.
3. Many Local Areas, as well as individual One-Stop sites, requested additional training in a variety of categories. They would also like training to be more readily and continuously available.

Training subjects identified are:

- Case management;
- Best practices for implementing customer tracking systems;
- Negotiations/MOUs;
- Staff job skills;

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- Supervisor/management;
 - Retention strategies;
 - Proactive customer service;
 - One-Stop delivery system;
 - One-Stop Operator;
 - Grant and budget change proposal writing;
 - Developing linkages with the business community; and
 - Client forms.
4. The most requested assistance was for help with cost-sharing activities. These requests principally focused on the sharing of cash resources, rather than in-kind resources, to support the One-Stop systems and centers.

Types of assistance requested are:

- Training for all partners on how to negotiate and budget for cost sharing;
 - Technical assistance with issues particular to individual Local Areas and One-Stop sites;
 - State mandates for mandatory WIA programs to share cash resources; and
 - Supplemental funding for cost-sharing purposes.
5. Many Local Areas and individual One-Stop sites requested help with universal access, particularly physical and program access for special needs populations. Training (including customer service and assessment), technical assistance, and funding were all requested.

PART V: NEXT STEPS

This final part of the One-Stop Career Center Survey Project Report is a discussion of “next steps” that State-level partners and policymakers might undertake based upon the results of the project. This discussion of “next steps” is divided into two categories: the database established by this project, supported through future information-gathering activities; and apparent systemic issues raised by Local Areas on which State-level policymakers might focus during the coming year.

The OSCCS Database and Information-Gathering Efforts:

As noted in the *Executive Summary* and *Part I: Background and Methods*, the purpose of the One-Stop Career Center Survey Project was to collect basic information about the various WIA-funded One-Stop systems within California’s 50 Local Areas. As such, the resulting information provides a generalized “snapshot” of the overall system as it existed during the months of June and July, 2001. The self-reported information that defines that “snapshot” is dynamic and can be expected to change frequently. Because the usefulness of the information is directly related to its timeliness, an adopted process or method for regularly updating the information should be considered.

Further, the information collected thus far does not provide as detailed and robust a portrait of the system as State-level partners and policymakers may desire. As indicated in *Part II, One-Stop Information Sources*, additional One-Stop-related information-gathering efforts are already planned or underway. How those efforts may be coordinated, and how they relate to, or interact with the OSCCS Database (and its updating and potential expansion) should be considered as well.

The establishment of the OSCCS Database was necessary for creating this “snapshot” of California’s One-Stop Career Center System, but its very existence raises a number of issues, some of which are internal to the EDD, and some of which may require the attention of State-level partners and policymakers. The EDD will host and maintain the OSCCS Database. The related issues are:

1. Should State-level partners and policymakers conduct a definitive environmental scan of existing sources of One-Stop information, such as databases that report data into the PBA system, in order to identify all potential One-Stop data sources?
2. How should the State-level partners and policymakers coordinate and collaborate in future One-Stop information-gathering efforts to reduce duplication of effort, thereby minimizing the burden on Local Areas and One-Stop sites?
3. Should State-level partners establish a collaborative system for ongoing site visits?
4. Should the OSCCS Database be expanded with additional information-gathering efforts? If so, what process should be used to accomplish this?
5. Who (e.g., Local Areas, State-level partners, the general public) should have direct access to the OSCCS Database?
6. Who may request information and reports from the database, and what procedure should be used for processing those requests?

Systemic Issues:

Part IV of this report displays an aggregated list of assistance and support requests that the survey project received from Local Areas in response to the last question in the written survey, as well as responses by One-Stop managers and partners during the site visits. Those requests reflect attendant issues that seem to be widespread and systemic in nature. In their ongoing efforts to support and assist the establishment and continuous improvement of the One-Stop delivery systems, the State Board, the CHHSA, and State-level partners may have an interest in understanding and potentially addressing these issues.

1. *Cost-sharing Assistance Request:*

One of the most common requests was for assistance with cost-sharing. Training, technical assistance, State mandates, and funding were all suggested as forms of assistance the State might provide relative to cost-sharing.

Associated systemic issue:

The WIA contemplates a workforce investment system in which all local workforce-related programs are available through the One-Stop delivery systems and centers. Local Areas bring both mandatory and optional programs into their systems and centers as partners, and they generally do so through negotiations, as reflected in written MOUs. There is an expectation that partners will share in the overall costs of operating the One-Stop systems and centers, as well as funding their own staff, space, and equipment.

Nevertheless, partners sometimes do not have the necessary funding to support the systems and centers in this manner, or there may be local, State, or federal legal, regulatory, or administrative barriers to their doing so. When this occurs, it can become an obstacle to establishing necessary partnerships, and may result in a Local Area not having the full range of programs and services available and easily accessible through its One-Stop system.

2. *Capacity Building Assistance Request:*

Most of the requests suggested technical assistance of various sorts, and/or training, and/or supplemental funding as the means through which the State could best assist the Local Areas in building their capacity to fully implement the WIA. A particular type of technical assistance (the sharing of effective strategies) and training were the most often requested forms of capacity building.

There were varied requests for additional, continuing, and new training, as well as more frequent training, in a wide range of subject areas. Numerous respondents also requested more systematic and regular effective strategies information.

Associated systemic issues:

Even though many of the WIA's concepts, structures, processes, and requirements resemble those under the JTPA, the WIA is in many respects, a new system and a new way of doing business for experienced local administrators and practitioners.

Additionally, there is a regular turnover of staff in WIA programs. These and other factors result in a continuous need for training at the local level. The ability of State and federal partners to provide necessary training, however, has been compromised both by limited resources and the slow emergence of knowledge and expertise about this new, complex system.

Local Areas and individual sites often benefit from effective strategies that other Local Areas, sites, and even states have developed and employed to resolve problems common to the One-Stop systems. Although many of the State partners, as well as the DOL, engage in various efforts (such as annual conferences and other forums) to discover and share effective strategies information, there is no singular, in-State system through which administrators and practitioners can contribute to and benefit from effective strategies information on a regular, as-needed basis.

3. *Physical/Program Access Assistance Request:*

Many survey respondents requested assistance in overcoming barriers and resolving issues related to making their physical sites and their programs and services fully accessible to special needs populations, such as persons with disabilities. Training, technical assistance, and funding were all requested.

Associated systemic issue:

A basic tenet of the WIA is universal access to its core programs and services. An important part of this concept is that access, both to buildings and programs, must extend to the entire community, including special needs populations. As a result of this and of requirements in other State and federal law, a Local Area may need to upgrade and improve access to both its facilities and its programs.

4. *Certification Assistance Request:*

Many Local Areas expressed an interest in a standardized process for the certification of One-Stop centers.

Associated systemic issue:

During the years prior to the implementation of the WIA, the Local Areas (which were SDAs under the JTPA) developed their local One-Stop partnerships by generally following the guidelines found in *California's One-Stop Vision*. Nevertheless, the formation of the One-Stop Career Center System was voluntary and, because of that and the great diversity between different areas, local systems can differ markedly from one another in a multitude of ways. Additionally, many "unofficial" One-Stop centers were established under the same general guidelines included in the One-Stop Vision, but do not receive WIA funding to operate and may not be recognized as a part of the "official" local systems.

As a consequence there is a true diversity of opinion as to what constitutes a One-Stop Career Center or an official local One-Stop delivery system. While Local Areas feel that it is imperative that they retain local control and local flexibility over their systems, many have also expressed the desire for the State to establish some processes and guidelines that can be used to officially "certify" systems and centers.

PART VI: APPENDICES

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Appendix A – Glossary

ONE-STOP CAREER CENTER SURVEY PROJECT GLOSSARY

ACRONYMS USED IN THE REPORT

BOPSD	EDD's Business Operations, Planning, and Support Division
CalJOBS	California Job Openings Browse System
CalWORKs	California Work Opportunities and Responsibility to Kids program
CCCCO	Chancellor's Office of the California Community Colleges
CDE	California Department of Education
CHHSA	California Health and Human Services Agency
CRD	EDD's Compliance Review Division
CWA	California Workforce Association
DOL	Federal U.S. Department of Labor
ECMS	Employer Contact Management System
EDD	California Employment Development Department
HHSDC	Health and Human Services Data Center
JTA System	Job Training Automation System
JTPA	Job Training Partnership Act (replaced in 1998 by the WIA)
Local Area	Local Workforce Investment Area under the WIA
Local Board	Local Workforce Investment Board
MOU	Memorandum of Understanding
OSCCS Database	One-Stop Career Center System Database
PASS	Program Activity Support System
PBA	Performance Based Accountability system
PIC	Private Industry Council
State Board	California Workforce Investment Board
SDA	Service Delivery Area under the JTPA
WDB	EDD's Workforce Development Branch
WIA	Workforce Investment Act of 1998 (replaced JTPA)
WID	EDD's Workforce Investment Division
WtW	DOL's Welfare-to-Work Grant Program

TERMS USED IN THE WRITTEN SURVEY

Term	Glossary Definition for The Purpose of This Survey Only
Affiliated One-Stop Site	A site that provides one or more of the programs, services, and activities of the One-Stop partners, and receives some WIA funding.
Comprehensive One-Stop Center	A One-Stop center that provides all core services specified in the WIA Section 134(d)(2) and provides access to the other activities and programs provided under WIA and by each One-Stop partner.
Core Services	Core services, WIA Section 134(d)(2), are available to all adults age 18 years or older, and dislocated workers. These services promote current and future employment potential, job retention, earnings, and occupational skill attainment.
In-Kind Contribution	In-Kind Contribution, WIA Final Regulations Section 662.270, refers to the funding arrangements for services and operating costs that each partner must contribute and is proportionate to the partner's use of services and operating costs in the One-stop delivery system.
Intensive Services	Intensive Services, WIA Section 134(d)(3), are available to eligible unemployed individuals who have completed at least one core service and have not been able to obtain employment. Intensive services also are available to employed individuals needing additional services to obtain or retain employment that will lead to self-sufficiency.
Mobile One-Stop Unit	A vehicle or moveable unit (e.g., van or trailer) that serves as an affiliated or specialized One-Stop site by temporarily or intermittently bringing services to areas where potential clients might not otherwise obtain them.
One-Stop Customer	An individual seeking employment, education, or training; and an employer seeking assistance with staffing needs.
One-Stop Kiosk	A WIA funded stand-alone electronic device (such as a computer workstation) that provides remote public access to One-Stop services and/or information.

Term	Glossary Definition for The Purpose of This Survey Only
One-Stop Operator	One-Stop operators are responsible for administering the One-Stop centers and their role may range from simply coordinating service providers in the center to being the primary provider of services at the center. The role is determined by the chief elected official. In areas where there is more than one comprehensive One-Stop center, there may be separate operators for each center or one operator for multiple centers. WIA Section 121(d).
One-Stop Partner	Local grant recipient, administrative entity, or organization that is responsible for administering the funds of one or more of the programs specified in WIA Sections 121(b)(1) and 121(b)(2).
Service Provider	A person or organization authorized by a One-Stop Partnership, under state and federal law, to provide employment related services to One-Stop customers.
Specialized One-Stop Site	Specialized sites are One-Stop Centers that address specific needs (e.g., Youth Centers or Dislocated Worker Centers).
Training Services	Training services, WIA Final Rule Section 663.300 and 663.320, are available to eligible individuals who have met the requirements for intensive services and have not been able to obtain or retain employment. Individual Training Accounts are established to finance training based upon the individual's choice of selected training programs.
Youth Services	Youth services, WIA Section 129, are available to youth between the ages of 14 and 21 who meet specific eligibility requirements.

Appendix B - Written Survey

ONE-STOP SYSTEM SURVEY

PURPOSE

The purpose of this survey is to collect current information for the Employment Development Department's (EDD) One-Stop database, which was developed under a One-Stop Implementation Grant awarded to California by the Department of Labor. The database is being expanded to include every One-Stop site receiving Workforce Investment Act (WIA) funds to operate as an official One-Stop site of a Local Workforce Investment Board (LWIB).

The survey is the EDD's latest effort to update its database, and is not intended to be comprehensive. It focuses on the areas of service accessibility, service delivery, electronic infrastructure, and partnerships. It also is being used to gather effective strategies, ideas, and suggestions for ways in which the State can assist or support local One-Stop systems. Follow-up phone calls and visits to a sample of sites, as well as future information gathering efforts, will supplement the data gathered through this initial survey. A report of the survey project results will be issued to the California Workforce Investment Board and LWIBs, with a tentative release date of July 31, 2001.

The survey is for descriptive information. It is not a monitoring tool and will not be used for determining compliance or evaluating performance.

OVERVIEW

This survey is divided into five sections: I. Survey Respondent Information, II. One-Stop Site Information, III. One-Stop Operator Information, IV. Effective Strategies, V. Other Information. The survey has been distributed on disk in Microsoft Word format, and on paper. It may also be downloaded from the WorkNet web site, <http://www.sjtcc.cahwnet.gov/SJTCCWEB/ONE-STOP/ossurvey.htm>.*

GENERAL INSTRUCTIONS

Some questions pertain to the LWIB or the local One-Stop system in general, others to the One-Stop sites and operators. Please provide the requested site and operator information for each One-Stop operator, and for each One-Stop site (comprehensive, affiliated,* specialized,* kiosk,* and mobile unit*) that is receiving WIA funding to operate under your LWIB. LWIBs with multiple One-Stop sites or operators may obtain additional survey pages by photocopying the original hard copy before it is completed, downloading additional pages from the WorkNet web site, or copying pages from the enclosed disk file. [* Defined in the glossary, at the end of the survey.]*

Specific instructions are provided throughout, and a glossary of terms is provided at the end of the survey. A member of the survey staff will telephone you to offer assistance in completing the survey. You may also contact the survey staff directly by calling (916) 653-6347. Please note that if you are using an electronic version of the survey, you will need to click your cursor in a gray area of the survey in order to enter a response. The length of your responses may alter the survey pagination. Do not be concerned! Pagination is not important; your complete responses are.

Please return the completed survey by mail, e-mail, or fax (e-mail or on disk is preferred), so that it reaches the EDD no later than June 1, 2001.

MAIL: One-Stop Survey, MIC 69-1
Employment Development Department
PO Box 826880
Sacramento, CA 94280-0001

e-MAIL: onestop@edd.ca.gov

FAX: (413) 803-4352

Section I: Survey Respondent Identification

1. Please provide a single point of contact who can answer questions regarding the completion of the survey for this LWIB.

[Suggestion: Because some questions address your LWIB, and others address One-Stop sites and operators, you may find it helpful to distribute sections of the survey to different members of your Local Workforce Investment Area (LWIA) in order to obtain their input in completing the survey. The footers in Sections II and III, One-Stop Site and One-Stop Operator, respectively, have a place to insert a site or operator name or number to help you keep multiple site and operator responses organized. Note, also, that Question 9 of Section II has components that might require input from both an LWIB member and a One-Stop site manager, especially if yours is a large or complex LWIA.]

Name		Name of LWIB	
Title		LWIB Web Site Address	
Telephone Number			
Fax Number			
E-Mail Address			

2. How many sites receive WIA funds to operate as official One-Stop sites under your LWIB?

Number of comprehensive One-Stop centers:	
Number of affiliated One-Stop sites:	
Number of specialized One-Stop sites that address specific needs:	
Number of One-Stop kiosks:	
Number of One-Stop mobile units:	

Section II: One-Stop Site Information

This section requests information regarding each of your One-Stop sites receiving WIA funding to operate under your LWIB. Note that Question 1 pertains to all of your One-Stop sites, including kiosks and mobile units.* The remaining questions pertain to comprehensive,* affiliated,* and specialized sites,* and are optional for kiosks and mobile units.*

If you are providing information for more than one site, copy this section (photocopy it, print it from the disk sent to you, or download it from the WorkNet web site, <http://www.sjtcc.cahwnet.gov/SJTCCWEB/ONE-STOP/ossurvey.htm>) for each site. To help keep your responses organized, there is an optional place in the footer to identify information for each site by name or a number.

1. [Complete for ALL sites, including kiosks and mobile units.] Please provide descriptive information for each of your One-Stops receiving WIA funding to operate under your LWIB.

Type of Site	<input type="checkbox"/> Comprehensive <input type="checkbox"/> Affiliated <input type="checkbox"/> Specialized center that addresses specific needs <input type="checkbox"/> Kiosk <input type="checkbox"/> Mobile unit	Service Area	Do you consider the area served by this site or mobile unit to be mostly urban or mostly rural? <input type="checkbox"/> Mostly urban <input type="checkbox"/> Mostly rural
Name of Site		Site Telephone Number	
Street Address (or area served, if mobile)		Site TDD Number	
		Site Fax Number	
City		Site E-Mail	
Zip Code		Site Web Site	
		One-Stop Site Manager	
		One-Stop Operator*	

* [Defined in the glossary, at the end of the survey.]

List the services you offer to all clients -- job seekers, training seekers, and employers -- at this site. [Clients might use electronic media (e.g., videos, computers) to learn about services, or staff might provide that information one-on-one or in group sessions. Electronic access to a service may occur onsite (e.g., using a One-Stop center computer to conduct job search activities) or offsite (e.g., using a client's home computer to access labor market information offered through the One-Stop site's web site).]

Check **ALL** that apply:

Type of Service (If a listed service is not offered, skip to the next one on the list.)	How Does The Client Learn About The Service? (Staff Explanation, Written Materials, Electronic Media)	Where Does The Client Obtain The Service?	Can The Service Be Obtained Via Electronic Access?
CORE SERVICES*			
1. Determination of eligibility	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
2. Outreach	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
3. Intake	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
4. Orientation	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
5. Initial assessment	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
6. Job search assistance	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
7. Placement assistance	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
8. Employment statistics information	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
9. Training provider cost & performance info.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
10. One-Stop system performance info.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
11. Availability of supportive services	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
12. Unemployment claim filing information	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
13. Welfare-to-work grant	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
14. Financial aid program eligibility assistance	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
15. Follow-up services	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No

(Continued on the next page.)

Type of Service (If a listed service is not offered, skip to the next one on the list.)	How Does The Client Learn About The Service? (Staff Explanation, Written Materials, Electronic Media)	Where Does The Client Obtain The Service?	Can The Service Be Obtained Via Electronic Access?
INTENSIVE* and TRAINING SERVICES*			
16. In-depth assessment	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
17. Individual employment plan	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
18. Group counseling	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
19. Case management	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
20. Short-term prevocational services	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
21. On-the-job training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
22. Nontraditional employment training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
23. Occupational skills training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
24. Workplace training with instruction	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
25. Private sector training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
26. Skill upgrading and retraining	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
27. Entrepreneurial training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
28. Job readiness training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
29. Adult education and literacy activities	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
30. Customized training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No

(Continued on the next page.)

Type of Service (If a listed service is not offered, skip to the next one on the list.)	How Does The Client Learn About The Service? (Staff Explanation, Written Materials, Electronic Media)	Where Does The Client Obtain The Service?	Can The Service Be Obtained Via Electronic Access?
YOUTH SERVICES*			
31. Objective Assessment	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
32. Individual Service Strategy	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
33. Preparation for postsecondary education	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
34. Links to academic & occupational learning	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
35. Preparation for unsubsidized employment	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
36. Connections to intermediary organizations	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
37. Tutoring, study skills training & instruction	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
38. Alternative secondary school offerings	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
39. Summer employment linked to learning	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
40. Paid and unpaid work experience	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
41. Occupational skill training	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
42. Leadership development opportunities	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
43. Supportive services	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	n/a
44. Follow up services	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
ADD OTHER SERVICES NOT ALREADY LISTED ABOVE, THEN CHECK APPLICABLE BOXES			
45.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
46.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
47.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
48.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
49.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
50.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
51.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
52.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
53.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No
54.	<input type="checkbox"/> Staff <input type="checkbox"/> Written <input type="checkbox"/> Electronic Media	<input type="checkbox"/> Onsite <input type="checkbox"/> Offsite	<input type="checkbox"/> Yes, onsite <input type="checkbox"/> Yes, offsite <input type="checkbox"/> No

3. Describe how clients – job seekers, training seekers, and employers – may access this site.

Hours of Operation	Monday: Tuesday: Wednesday: Thursday: Friday: Saturday: Sunday:	Parking	How far (in city blocks) is this site from the nearest: ... free parking? <input type="checkbox"/> at site <input type="checkbox"/> 1-2 blocks <input type="checkbox"/> 3+ blocks ... paid parking? <input type="checkbox"/> at site <input type="checkbox"/> 1-2 blocks <input type="checkbox"/> 3+ blocks
Availability of Public Transportation	How far (in city blocks) is this site from the nearest public transportation, e.g., bus stop? Bus: <input type="checkbox"/> at site <input type="checkbox"/> 1-2 blocks <input type="checkbox"/> 3+ blocks Other (e.g., trolley): <input type="checkbox"/> at site <input type="checkbox"/> 1-2 blocks <input type="checkbox"/> 3+ blocks What alternative forms of public transit does your area have (e.g., paratransit vans) that would bring people with limited mobility to this site? Do you provide transportation assistance to clients in order to make this site more accessible (e.g., provide a van that transports clients to and from this site)? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, please describe.	Location	What is the nearest cross street to this site? Is there any signage outside the premises (or on the vehicle), identifying this as a One-Stop site (center, affiliated, specialized, kiosk, or mobile)? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, what is written on the sign(s)?
		Child Care	Is child care provided for clients when they are using this site? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, check ALL that apply: <input type="checkbox"/> Child care is provided onsite at no cost (or cost is reimbursed). <input type="checkbox"/> Child care is provided onsite for a fee. <input type="checkbox"/> Child care is provided offsite at no cost (or cost is reimbursed). <input type="checkbox"/> Child care is provided offsite for a fee. <input type="checkbox"/> Other (describe below)

4. How do you use outreach and screening to find and identify potential clients who may have special needs or barriers?

Type of Special Needs Client	Method of Screening and Outreach	
	Do You Screen Clients to Identify Those Who...	What Outreach Do You Conduct to Bring to This Site Clients Who...
... are blind or visually impaired?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
... are deaf or hard of hearing?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
... have limited mobility?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
... have learning disabilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
... have limited ability to speak and understand English?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
... have other barriers to employment, such as health issues, homelessness, etc.?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

5. At this site, how do you provide services to clients who have limited or no English language skills?

During Normal Site Hours, At Least One Staff Person Is Always Available to Interpret in The Language(s) Checked:		With Prior Arrangement, At Least One Person Can Be Available to Interpret in The Language(s) Checked:		Written Materials Are Available in The Language(s) Checked:	
<input type="checkbox"/> American Sign Language	<input type="checkbox"/> Other Sign Languages	<input type="checkbox"/> American Sign Language	<input type="checkbox"/> Other Sign Languages	n/a <input type="checkbox"/> American Sign Language	na/ <input type="checkbox"/> Other Sign Languages
<input type="checkbox"/> Arabic	<input type="checkbox"/> Persian	<input type="checkbox"/> Arabic	<input type="checkbox"/> Persian	<input type="checkbox"/> Arabic	<input type="checkbox"/> Persian
<input type="checkbox"/> Armenian	<input type="checkbox"/> Pilipino	<input type="checkbox"/> Armenian	<input type="checkbox"/> Pilipino	<input type="checkbox"/> Armenian	<input type="checkbox"/> Pilipino
<input type="checkbox"/> Bengali	<input type="checkbox"/> Polish	<input type="checkbox"/> Bengali	<input type="checkbox"/> Polish	<input type="checkbox"/> Bengali	<input type="checkbox"/> Polish
n/a <input type="checkbox"/> Braille	<input type="checkbox"/> Portuguese	na/ <input type="checkbox"/> Braille	<input type="checkbox"/> Portuguese	<input type="checkbox"/> Braille	<input type="checkbox"/> Portuguese
<input type="checkbox"/> Cambodian	<input type="checkbox"/> Punjabi	<input type="checkbox"/> Cambodian	<input type="checkbox"/> Punjabi	<input type="checkbox"/> Cambodian	<input type="checkbox"/> Punjabi
<input type="checkbox"/> Cantonese	<input type="checkbox"/> Russian	<input type="checkbox"/> Cantonese	<input type="checkbox"/> Russian	<input type="checkbox"/> Cantonese	<input type="checkbox"/> Russian
<input type="checkbox"/> Dactylology	<input type="checkbox"/> Samoan	<input type="checkbox"/> Dactylology	<input type="checkbox"/> Samoan	na/ <input type="checkbox"/> Dactylology	<input type="checkbox"/> Samoan
<input type="checkbox"/> French	<input type="checkbox"/> Spanish	<input type="checkbox"/> French	<input type="checkbox"/> Spanish	<input type="checkbox"/> French	<input type="checkbox"/> Spanish
<input type="checkbox"/> German	<input type="checkbox"/> Tagalog	<input type="checkbox"/> German	<input type="checkbox"/> Tagalog	<input type="checkbox"/> German	<input type="checkbox"/> Tagalog
<input type="checkbox"/> Greek	<input type="checkbox"/> Thai	<input type="checkbox"/> Greek	<input type="checkbox"/> Thai	<input type="checkbox"/> Greek	<input type="checkbox"/> Thai
<input type="checkbox"/> Hindustani	<input type="checkbox"/> Turkish	<input type="checkbox"/> Hindustani	<input type="checkbox"/> Turkish	<input type="checkbox"/> Hindustani	<input type="checkbox"/> Turkish
<input type="checkbox"/> Hmong	<input type="checkbox"/> Ukranian	<input type="checkbox"/> Hmong	<input type="checkbox"/> Ukranian	<input type="checkbox"/> Hmong	<input type="checkbox"/> Ukranian
<input type="checkbox"/> Italian	<input type="checkbox"/> Urdu	<input type="checkbox"/> Italian	<input type="checkbox"/> Urdu	<input type="checkbox"/> Italian	<input type="checkbox"/> Urdu
<input type="checkbox"/> Japanese	<input type="checkbox"/> Vietnamese	<input type="checkbox"/> Japanese	<input type="checkbox"/> Vietnamese	<input type="checkbox"/> Japanese	<input type="checkbox"/> Vietnamese
<input type="checkbox"/> Korean	<input type="checkbox"/> Other:	<input type="checkbox"/> Korean	<input type="checkbox"/> Other:	<input type="checkbox"/> Korean	<input type="checkbox"/> Other:
<input type="checkbox"/> Laotian		<input type="checkbox"/> Laotian		<input type="checkbox"/> Laotian	
<input type="checkbox"/> Mandarin	<input type="checkbox"/> Other:	<input type="checkbox"/> Mandarin	<input type="checkbox"/> Other:	<input type="checkbox"/> Mandarin	<input type="checkbox"/> Other:

6. Are the services at this site fully accessible to clients who are blind or visually impaired?

☐ Yes ☐ No If yes, how is this accomplished? If no, do you have a plan to implement improvements?

[Examples: computer speech output, computer screen magnifier, text-only option on web site.]

7. Are the services at this site fully accessible to clients who are deaf or hearing impaired?

☐ Yes ☐ No If yes, how is this accomplished? If no, do you have a plan to implement improvements?

[Examples: television captioning and decoders, computer video text displays.]

8. Are the services at this site fully accessible to clients who have limited mobility?

☐ Yes ☐ No If yes, how is this accomplished? If no, do you have a plan to implement improvements?

[Examples: workstations that accommodate wheelchairs, armless seating, computers with trackballs.]

9. Describe the ways in which your One-Stop partners* contribute to this site. For each program listed, if it is a partner, provide the name of the organization offering that program, and answer the questions in the remaining columns. If the program is not a partner, check the box after the program name, then continue with the next program on the list.

One-Stop Partner		How Many Hours Per Week Does This Partner Have At Least One Staff At This Site?	In What Ways Does This Partner Share In The Costs for This Site?	Is This Partner The One That Owns or Is The Primary Lessee of This Site (Facility)?	Has This Partner Signed A One-Stop Site MOU?
Partner Program Name <i>(If the listed program is NOT a partner, check the box following the program's name, then skip to the next program on the list.)</i>	Partner Organization Name (e.g., Regional Occupational Program)				
1. WIA Adult Services <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind* <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. WIA Dislocated Worker Services <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. WIA Youth Services <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Wagner-Peyser Programs (e.g., Empl.) <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Adult Education and Literacy <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Perkins Postsecondary Vocational Ed. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Vocational Rehabilitation <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Welfare-to-Work Grant Program <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Title V of the Older Americans Act <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
10. NAFTA / TAA <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Title 38 Veterans Services <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Community Services Block Grant <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. HUD Employment and Training <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
14. Unemployment Insurance <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
15. Job Corps <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
16. Indian & Tribal Programs <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
17. Migrant & Seasonal Farmworker <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
18. Youth Opportunity Grant Programs <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

(Continued on the next page.)

One-Stop Partner		How Many Hours Per Week Does This Partner Have At Least One Staff At This Site?	In What Ways Does This Partner Share in The Costs for This Site?	Is This Partner The One That Owns or Is The Primary Lessee of This Site (Facility)?	Has This Partner Signed A One-Stop Site MOU?
Partner Program Name <i>(If the listed program is NOT a partner, check the box following the program's name, then skip to the next program on the list.)</i>	Partner Organization Name (e.g., Regional Occupational Program)				
OTHER PARTNER PROGRAMS – PLEASE ADD ANY PARTNER PROGRAMS THAT ARE NOT ALREADY LISTED					
19. CalWORKs Eligibility and Services <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
20. Food Stamp Employment & Training <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
21. Food Stamp Application <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
22. National Community Service Act of 1990 <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
23. School-to-Career <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
24. Foster Care <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
25. Healthy Families <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
26. MediCal <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
27. Cash Assistance for Immigrants <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
28. Local Chamber of Commerce <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
29. Economic Development Agency <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
30. Regional Occupational Program <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
31. Criminal or Juvenile Justice <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
32. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
33. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
34. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
35. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
36. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
37. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
38. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
39. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
40. <input type="checkbox"/>			<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind <input type="checkbox"/> None	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

10. One-Stop partners at this One-Stop site function as if they are a single entity in that there is: (check ALL that apply)

- ☐ ... a common or universal application used by all partners.
- ☐ ... one intake process that is used by all partners.
- ☐ ... a universal release-of-information form.

- ☐ ... shared case management.
- ☐ ... shared job development.
- ☐ ... collaborative monitoring.

- ☐ ... a unified policy of service coordination between partners.
- ☐ ... a system in place to identify and eliminate duplication of services.
- ☐ ... a system in place for identifying activities and services that can be delivered jointly.

- ☐ ... shared management information system.
- ☐ ... a unified and shared system of measuring customer satisfaction.
- ☐ ... a centralized telephone system answering incoming calls for all partners.

- ☐ ... a unified system of human resource policies and procedures for site staff.
- ☐ ... cross training for site staff.
- ☐ ... one lead management entity for the site.

- ☐ ... a unified budget and cost allocation system.
- ☐ ... a system in place for the exchange and sharing of resources.
- ☐ ... common marketing.

- ☐ ... other (describe).

11. Do you have a process for counting or tracking clients as they physically enter this site?

☐ No ☐ Yes

If yes, can your process distinguish repeat users from non-repeat users?

☐ No ☐ Yes

12. Do you have a process for counting or tracking clients as they electronically access this site?

☐ No ☐ Yes

If yes, can your process distinguish repeat users from non-repeat users?

☐ No ☐ Yes

13. Is this site connected by a local area network to the other sites in your One-Stop system?

☐ No ☐ Yes ☐ There are no other One-Stop sites receiving WIA funds to operate under this LWIB.

14. Can staff at this site use video conferencing to communicate with staff at the other sites in your One-Stop system?

☐ No ☐ Yes ☐ There are no other One-Stop sites receiving WIA funds to operate under this LWIB.

15. Is this site connected by a local area network to other Local Workforce Investment Areas?

☐ No ☐ Yes

If you have any other site information that you would like to add, please enter that information in response to Question 3 in Section V.

Section III: One-Stop Operator Information

*If you have more than one **Operator**, * please copy the blank template and complete it for each **Operator**. As with the One-Stop Site section, you may photocopy this section, print it from the disk sent to you, or download it from the WorkNet web site, <http://www.sjtcc.cahwnet.gov/SJTCCWEB/ONE-STOP/ossurvey.htm>. To help keep your responses organized, there is an optional place in the footer to identify information for each operator by name or a number.*

1. Please provide contact information for your One-Stop **Operator(s)**.

Name of Operator	
Mailing Address	

Telephone	
Fax	
Web Site	
Operator E-Mail	
Contact Person	

2. What entity selected this One-Stop Operator?

3. What process was used to select this One-Stop Operator?

- ☐ Competitive bid
- ☐ Designation before the implementation of the WIA
- ☐ Three or more partners entered into a written agreement to be a One-Stop Operator
- ☐ Other (describe)

4. Is there a written agreement that authorizes this One-Stop Operator to operate this site?

☐ No ☐ Yes

If yes:

A. The written agreement is between the Operator and what other entity/entities?

B. The written agreement is: (check ALL that apply)

- ☐ ... a monetary agreement (i.e., payment is involved).
- ☐ ... a non-monetary agreement (i.e., no funding is passed from one party to the other).
- ☐ ... in the form of a Memorandum of Understanding.
- ☐ ... in the form of a contract.
- ☐ ... performance-based.
- ☐ ... other (describe).

If you have any other operator information that you would like to add, please enter that information in response to Question 3 in Section V.

Section IV: Effective Strategies and Ideas

1. Please help us to improve California's One-Stop Career Center System by describing those things that your local One-Stop system found to be especially effective. Summarize each effective strategy or idea in a separate paragraph. If possible, please send your response on a disk or via e-mail, but feel free to supplement your response with other materials, such as brochures.

Responses to the Effective Strategies and Ideas section will be posted on the WorkNet web site so that this information can be shared with other professionals in the workforce investment community.

Section V: Other Information

1. For the fiscal year beginning July 1, 2001, are you planning to implement any significant changes in your service delivery structure?

☐ No ☐ Yes ☐ Don't Know

If yes, please describe your planned changes below.

2. Any additional comments or information about how your local One-Stop system operates?

3. What would be the most valuable form of assistance or support that the State could provide to your One-Stop system?

Appendix C - Economic Strategy Panel Regions

DISCUSSION OF ECONOMIC STRATEGY PANEL REGIONS

California's 50 Local Workforce Investment Areas (Local Areas) reflect the great diversity of the State and range from large to small, single city or county to multiple cities or counties, urban to rural, highly-industrialized to agricultural, and densely to sparsely populated. The formal governance structure in the State is by city and county, yet both formal and informal regional governance has developed over the years for a multitude of different purposes. Many of the Local Areas have formed under various initiatives into collaboratives for purposes of the planning and delivery of service infrastructure and programs (please see *Part IV, Survey Results* for examples of these collaboratives). The North Bay Employment Connection, with the Napa County, Sonoma County, Solano County, and Marin County Local Areas as members, is an example.

Another example of regional designations are nine regions identified by the Economic Strategy Panel. In 1993, Governor Wilson signed legislation creating a statewide, biennial, strategic economic-development planning effort, conducted by the bipartisan Economic Strategy Panel, to develop an economic vision and strategy for California to help guide public policy. In response to a directive from the Economic Strategy Panel, the Office of Economic Research in the California Technology, Trade and Commerce Agency and the EDD's Labor Market Information Division, identified nine distinct regional economies in California using various factors to determine regional characteristics (please see the California Technology, Trade and Commerce Agency web site for more information).

These nine areas are:

1. Northern California;
2. Northern Sacramento Valley;
3. Greater Sacramento;
4. Bay Area;
5. San Joaquin Valley;
6. Central Sierra;
7. Central Coast;
8. Southern California; and
9. Southern Border.

Following is a map and descriptions of these nine regions. The descriptions include lists of the Local Areas (by county) that reside within the regions. These broad, high-level, regional designations and descriptions can generally assist in understanding the economic/geographical/industrial context in which each of the Local Areas, and to an extent, each of their One-Stop sites operate.

Economic Strategy Panel Regions



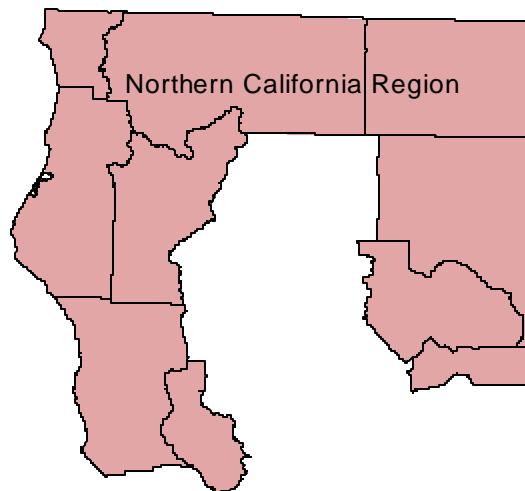
Cartography by:
Current Economic Statistics
Labor Market Information Division
California Employment Development Department
www.calmis.ca.gov
July 2001

DESCRIPTIONS OF ECONOMIC STRATEGY PANEL REGIONS

Region #1 – Northern California:

The Northern California region consists of ten counties along the north coast, Oregon border, and northeastern Sierra Nevada. The counties are Lake, Mendocino, Humboldt, Trinity, Del Norte, Siskiyou, Modoc, Lassen, Plumas, and Sierra. These counties are heavily dependent on natural resources, with the majority of the land consisting of public and privately-owned forest and grazing lands. All of the counties have unemployment rates higher than the State average. The region as a whole is sparsely populated and underdeveloped. The majority of the population is located near the most populous city in each county.

Some of the Local Areas within this region, such as Humboldt County, are entirely within the region's boundaries, while some of the Local Areas share boundaries with the Northern Sacramento Valley Region #2. While these two regions differ markedly in at least two respects, in others they are quite similar. For instance, both regions are largely rural, although the Northern California region is different in terms of geography (mountainous), and industry from the Northern Sacramento Valley region.



Local Areas:

- *Mendocino County*
- *Humboldt County*
- *NoRTEC – Northern Rural Training and Employment Consortium (Modoc, Lassen, Plumas, Siskiyou, and Del Norte counties [Butte, Tehama, and Shasta counties are in Region #2])*
- *Golden Sierra Consortium - (Sierra County [El Dorado, Nevada, and Placer counties are in Region #3, and Alpine County is in Region #6])*
- *North Central Counties Consortium - (Lake County [Colusa County, Glenn County, Sutter County, and Yuba County are in Region #2])*

Region #2 – Northern Sacramento Valley:

This region consists of the counties of Shasta, Tehama, Glenn, Butte, and Colusa. These counties are primarily agriculture-based, with forestry and farm-related manufacturing centered in Shasta County. This region differs significantly from its neighboring regions in that more land is privately owned, there is a greater concentration of farming activities, and it supports a general industrial composition surrounding agriculture. The two Local Areas that comprise this region overlap into the Northern California Region #1. Although all of the counties have unemployment rates slightly higher than the State average, the rates in Glenn and Colusa Counties are normally above ten percent.

**Local Areas:**

- North Central Counties Consortium
(Colusa and Glenn counties [Yuba and Sutter counties are in Region #3, and Lake County is in Region #1])
- NoRTEC
(Shasta, Butte, and Tehama counties [Modoc, Lassen, Plumas, Siskiyou, and Del Norte counties are in Region #1])

Region #3 – Greater Sacramento:

This region consists of seven counties that are becoming increasingly interdependent: Sacramento, Yolo, Placer, El Dorado, Nevada, Sutter, and Yuba. It encompasses two entire Local Areas, Sacramento County and Yolo County, and most of a third Local Area, the Golden Sierra Consortium, except for Alpine County, which is in the Central Sierra Region #6, and Sierra County, which is in the Northern California Region #1. Although eastern Placer, El Dorado, and Nevada counties are currently more closely aligned with Lake Tahoe, most of the new growth in those counties is occurring in the western areas. As a result, the economic base is increasingly shifting towards the Sacramento area. Parts of Sutter and Yuba counties are currently more closely aligned with the Northern Sacramento Valley agricultural areas, but much of the new growth is occurring along highways in the direction of the Sacramento area.

**Local Areas:**

- *Sacramento County/City*
- *Yolo County*
- *Golden Sierra Consortium*
(*El Dorado, Nevada, and Placer counties [Sierra County is in Region #1 and Alpine County is in Region #6]*)

Region #4 – Bay Area:

Traditionally, the nine counties that border the San Francisco Bay have comprised the Bay Area region. They are Sonoma, Napa, Solano, Marin, Contra Costa, Alameda, San Francisco, San Mateo, and Santa Clara counties. Santa Cruz County, the tenth county in Region #4, has now become more dependent upon the Bay Area than on the Central Coast Region #7, because increasing numbers of residents of the county commute to jobs in Santa Clara County. Consequently, Santa Cruz County is now included in the Bay Area Region #4. Although San Jose has a larger population, San Francisco remains the primary center of a regional economy whose main industries include financial services, technology, retail trade, services (including tourism), and manufacturing. Based on 1998 figures from the United States Bureau of Economic Analysis, the San Francisco-Oakland-San Jose metropolitan area's per capita income of \$37,414 is the third highest in the nation. Of the 449,000 jobs in San Francisco, only half are held by residents. The high cost of housing has resulted in many Bay Area region workers having to commute from the Sacramento and Central Valleys.



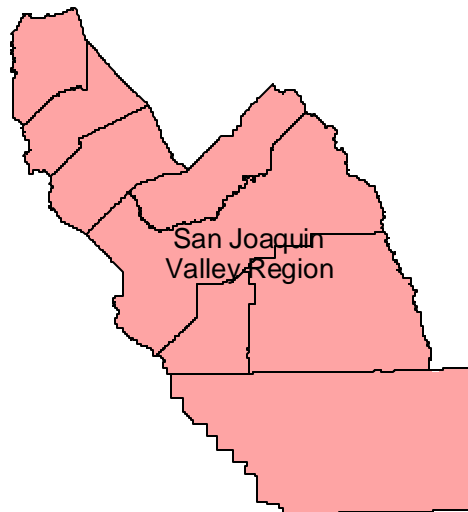
Local Areas:

- *Alameda County*
- *City of Oakland (in Contra Costa County)*
- *City of Richmond (in Contra Costa County)*
- *Contra Costa County*
- *San Francisco County/City*
- *San Mateo County*
- *Sonoma County*
- *Santa Cruz County*
- *Napa County*
- *Marin County*
- *Solano County*
- *Santa Clara County*

Region #5 – San Joaquin Valley:

The San Joaquin Valley region is comprised of eight counties that line the southern Central Valley, and have economies based upon agriculture and related industries. The counties are San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern. One of the Local Areas in this region overlaps the Central Sierra Region #6. The San Joaquin Valley is a world leader in agricultural output processes. The region accounts for 50 percent of the state's agricultural output. It is a large geographic area, spanning more than 250 miles in length and accounting for 17 percent of the state's land mass. Over 60 percent of the region consists of privately-owned farmland. From 1990 to 1999, the population in the San Joaquin Valley increased 22 percent.

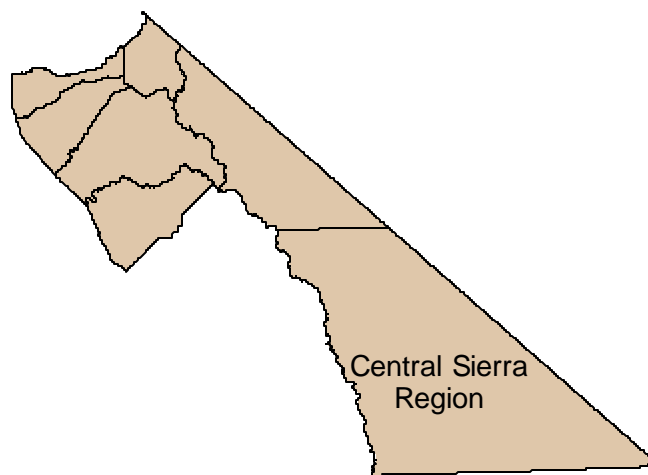
Population growth has spurred job growth in people-serving industries, such as housing construction and retail. Although this activity creates the appearance of economic vitality, the dependence on agriculture has resulted in unemployment rates higher than the rest of the state.

**Local Areas:**

- *San Joaquin County*
- *Stanislaus County*
- *Merced County*
- *Madera County*
- *Fresno County*
- *Kings County*
- *Tulare County*
- *Kern, Inyo, Mono Consortium (Kern County [Inyo and Mono counties are in Region #6])*

Region #6 – Central Sierra:

The seven southeastern counties of the Sierra Nevada represent a distinct geographic and economic region. These counties are Alpine, Amador, Calaveras, Tuolumne, Mariposa, Mono, and Inyo. Alpine County is in the Golden Sierra Consortium Local Area, which overlaps the Greater Sacramento Region #3, and Inyo and Mono counties are in the Kern, Inyo, Mono Local Area, which overlaps the San Joaquin Valley Region #5. The Central Sierra Region #6 is largely government-owned and sparsely populated, and comprises a small share of state economic activity. As a result, the region requires a different economic development strategy than neighboring regions.

**Local Areas:**

- Mother Lode Consortium (*Amador, Calaveras, Mariposa, and Tuolumne counties*)
- Golden Sierra Consortium (*Sierra County [Alpine County is in Region # 1 and El Dorado, Nevada, and Placer counties are in Region #3]*)
- Kern, Inyo, Mono Consortium (*Inyo and Mono counties [Kern County is in Region #5]*)

Region #7 – Central Coast:

This region consists of four counties with an economic base dominated by agriculture, personal services, and government. The counties are Monterey, San Benito, San Luis Obispo, and Santa Barbara. Agriculture and tourism drive the regional economy, with these core sectors now enhanced by emerging clusters of information and environmental-based industries. The region's agricultural community produces more than ten percent of California's total farm output. The area's mild climate, rich soils, and growing technology have contributed to an expansion in advanced specialty agriculture and nursery operations. While the Central Coast is essentially rural, most residents live in coastal communities or in urban clusters in the Salinas and Santa Maria Valley. The population of more than 1 million is centered primarily in the urban centers of Monterey, San Luis Obispo, Salinas, and Santa Barbara. The Central Coast is an affluent area marked by above-average incomes and healthy retail sales

**Local Areas:**

- *Monterey County*
- *San Benito County*
- *San Luis Obispo County*
- *Santa Barbara County*

Region #8 – Southern California:

The counties of Los Angeles, Ventura, Orange, San Bernardino, and Riverside comprise an economic interdependent region. If the Los Angeles five-county metro area were a separate nation, its gross product would be exceeded by only ten nations in the world. Los Angeles is the largest international trade center in the United States. Los Angeles County has a labor force of four and one-half million people, of which one million are college graduates. Business management services, health services, and tourism are the top three industries in Los Angeles County. Small companies account for 99.4 percent of all businesses that pay taxes in Los Angeles County, and they employ more than 70 percent of the county's four million payroll workers. Orange County is different from its northern and eastern neighbors, but not to the extent that a separate region is required. The economic linkages between Orange County and its neighbors, particularly Los Angeles County, are fairly strong. This is due to the fact that many Orange County residents commute to work in Los Angeles and neighboring counties. San Bernardino County is the largest county in the United States, encompassing 20,000 square miles.

**Local Areas:**

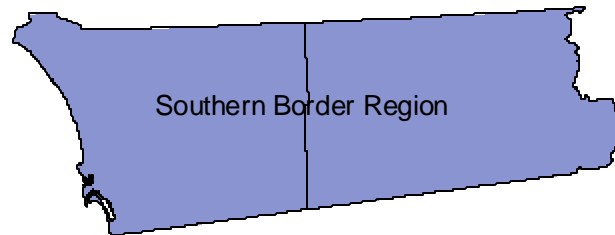
- *Orange County*
- *Los Angeles County*
- *City of Anaheim*
- *City of Los Angeles*
- *City of Santa Ana*
- *Carson/Lomita/Torrance Consortium (cities of Carson, Lomita, and Torrance, in Los Angeles County)*
- *San Bernardino County*
- *City of San Bernardino*

- *Foothill Consortium (cities of Arcadia, Duarte, Monrovia, Pasadena, Sierra Madre, and South Pasadena, in Los Angeles County)*
- *Riverside County*
- *City of Long Beach (cities of Long Beach and Signal Hill, in Los Angeles County)*
- *Ventura County*
- *South Bay Consortium (cities of El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Manhattan Beach, Redondo Beach, in Los Angeles County)*
- *South East Los Angeles County Consortium (cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, and Norwalk, Los Angeles County)*
- *Verdugo Consortium (cities of Glendale, Burbank, and La Canada/Fruitridge, in Los Angeles County)*

Region #9 – Southern Border Region:

This region consists of two counties, Imperial and San Diego, both of which border Mexico. This region is the smallest, but most diverse economic region in the State. Imperial County is largely different from San Diego County. Imperial County has the highest unemployment rate in the State. The high rate is due, in part, to marked seasonal fluctuations in employment which are characteristic of the county's agricultural and tourism-based economy. About one-fifth of Imperial County is irrigated for agricultural purposes, most notably the central area known as the Imperial Valley. Agriculture is the dominant industry in the county accounting for over 30 percent of all employment.

San Diego has a projected population of 3,917,000 by the year 2020 and is a growing, thriving county. San Diego's unemployment rate of 3.1 percent is significantly lower than the State's. Services is the largest industry division in the county, accounting for 32.7 percent of the total employment. Other significant industries providing employment are retail trade at 17.6 percent, and government, which makes up 17.2 percent of the total.

**Local Areas:**

San Diego County/City
Imperial County

Appendix D - Site Descriptions

SITE DESCRIPTIONS

The 22 sites that were selected for visits represent a broad range of One-Stop centers throughout California and reflect the geographical, industrial, and population diversity in the State, as well as the diversity of One-Stop organization and service delivery. The State partners suggested numerous criteria to be used for site visit selection, including the partner's desire to view some sites that were of particular interest to their agencies. The most significant criteria that were finally employed in the effort to select sites to visit are listed across the top of the Site Visit Matrix, which follows this introduction. Among them are:

- Systemic differences (public transportation availability, for instance, may be quite different at rural sites than it is at urban sites);
- Operation as a single entity (sites were asked to respond to a number of single-entity items in the written survey);²⁴
- Type of site (comprehensive, affiliated, or specialized);
- Reported effective strategies; and
- The nature of partnerships reported.

Project and partner staff visited 22 One-Stop sites in 18 different Local Areas. Following the Site Visit Matrix are descriptions of the Local Areas and sites that were visited. The site descriptions were developed from web site descriptions of sites, observations reported by the site visit teams, and criteria taken from written survey responses.

²⁴ Please see Appendix B.

SITE VISIT MATRIX

One-Stop Site	Survey partner wants site visit	Rural area	Comprehensive site	Affiliated/ Specialized site	Systemic differences	Screening system for special needs in place	Services are fully assessable	Strong partnership	Site functions as a single entity	Repeat user tracking system in place	Site reported effective strategy(s)	Technical assistance requested
Anaheim (Orange County)			X			X	X	X	X			
City of Los Angeles-Goodwill Site (LA County)				X	X		X		X		X	
City of Los Angeles-Site 2 (LA County)	X CCCCO*			X	X				X			
Contra Costa County			X				X	X	X	X	X	
Golden Sierra (Alpine, El Dorado, Nevada, Placer & Sierra Counties)			X			X		X	X	X		
Long Beach-Boeing site (LA County)				X	X	X	X	X	X			
Long Beach-Site 2 (LA County)	X CDE*			X	X	X	X	X	X	X		
Madera (Madera County)	X CDE*	X	X					X			X	X
NorTEC (Quincy-Plumas County)		X	X		X	X	X	X	X	X		
North Central Counties Consortium, Lakeport		X	X			X	X	X	X	X	X	X

SITE VISIT MATRIX

One-Stop Site	Survey partner wants site visit	Rural area	Comprehensive site	Affiliated/ Specialized site	Systemic differences	Screening system for special needs in place	Services are fully assessable	Strong partnership	Site functions as a single entity	Repeat user tracking system in place	Site reported effective strategy(s)	Technical assistance requested
Richmond (Contra Costa County)			X			X		X	X			X
Sacramento County			X		X	X		X	X	X	X	X
San Benito (San Benito County)	X EDD*	X	X			X		X	X	X		
San Bernardino County (San Bernardino County)	X CCCCO*			X	X	X			X			
San Diego-NCICC (San Diego County)			X		X	X		X	X	X	X	X
San Diego-Site 2 (San Diego County)	X CWIB*		X		X	X		X	X	X		X
San Jose (Santa Clara County)			X			X		X	X		X	X
San Mateo (San Mateo County)				X				X				
Solano County	X EDD*			X		X		X				X
Sonoma County	X EDD*		X			X	X	X	X	X		X
Tulare (Tulare County)	X DOR	Both	X			X	X	X	X		X	X
Ventura (Ventura County)	X CCCCO*			X	X	X			X			

*CCCCO - California Community Colleges

*CWIB - California Workforce Investment Board

*DOR - Department of Rehabilitation

*EDD - Employment Development Department

SITE DESCRIPTIONS

City of Anaheim

The City of Anaheim's Local Area is in Orange County, which is situated along 42 miles of southern California coast between Los Angeles County to the north and San Diego County to the south. Riverside and San Bernardino counties border on the east. The 1999 annual average statistics show the civilian labor force for Orange County to be 1,471,600, with an unemployment rate of 2.7 percent. Services is the largest industry in the county, accounting for 30.7 percent of the total employment. Retail trade accounts for 17.1 percent and manufacturing makes up 16.9 percent of the total. Most of the jobs in Orange County's future non-farm wage and salary employment will be in the same three industry sectors.

Orange County contains three Local Boards that have respective responsibility for the City of Anaheim, the City of Santa Ana, and the remainder of the county. The City of Anaheim and the City of Santa Ana each operate one comprehensive One-Stop Career Center. The remainder of the county is served by two comprehensive One-Stop Career Centers.

Anaheim Workforce Center:

This comprehensive, urban center is in downtown Anaheim and is adjacent to the City Hall and other City departments. Public transportation is nearby, signs identifying the center are visible from the street, and the center considers its services to be fully accessible to special needs populations. Both the EDD and the Department of Rehabilitation are on-site, while some of the other partners, such as Consumer Credit Counseling, are on-site by appointment only. Programs serve customers through a single point of entry. All WIA Core, Intensive, and Training services are available on-site for Adults and Dislocated Workers. The WIA Youth services are also available on-site, as are other youth program/partners. This center works cooperatively with the other two Local Areas in Orange County and the four other One-Stop centers.

City of Los Angeles

The City of Los Angeles is the second most populous city in the United States, with an estimated population of approximately 3.7 million. The city encompasses 470 square miles and contains 38.8 percent of the population of the County of Los Angeles. The metropolitan region stretches from the City of San Buenaventura to the north, the City of San Clemente to the south, and the City of San Bernardino to the east. The 1999 annual average statistics show the county's civilian labor force to be 4,658,600 with an unemployment rate of 5.9 percent.

The services sector was the major employment sector in the county in 2000, employing 33.1 percent of the non-agricultural wage and salary workers in the county. Wholesale and retail trade, at 22.1 percent, is the second highest employment sector, followed closely by manufacturing, which employs 15.4 percent of the non-agricultural wage and salary workers. Home to the film, television and recording industries, as well as important cultural facilities, Los Angeles serves as a principal global cultural center.

City College Site:

The Los Angeles City College site is an urban, satellite (affiliated) One-Stop center. The site itself is in a small building, with only about 20 employees, but is located on the Los Angeles Community College campus and has many of the partners on-campus in other structures. Because of its location, many services that would normally be available only to students are available to general One-Stop customers as well. These include resources such as public transportation and academic resources.

The facility provides ample public parking and provides services effectively through the use of modern technology. Their Plato learning and resource center houses a significant computer lab that features computer-based training in subjects such as computer skills, life studies, and basic mathematics. The site operates, in part, under an advisory board of employers who represent eight of the major occupational groups, and services are coordinated with the other 24 One-Stop sites in the Local Area. Services for many special needs populations are available, including a child care center, a mental health specialist, specific programs for disabled students, and services for students in receipt of CalWORKs.²⁵

Goodwill Career Center:

Serving as the Northeast LA Satellite One-Stop for the City of Los Angeles, the Goodwill Career Center is a specialized, urban site that is located in one of the more economically depressed areas of Los Angeles. The center is on the ground floor of the main Goodwill Industries building in Los Angeles and is easily accessible by public transportation. The center features accessibility and usability for people with all types of disabilities and focuses on access to computer-based technologies that enable persons with disabilities to achieve their educational and vocational goals. It provides "hands-on" experience and an interactive training environment for clients. The center assists clients in accessing the best available training programs that provide real work in fields such as truck driving, clerical, food services, and so forth. No one, including youth, are turned away from this center. Many employer services are also available, including training and technical assistance with the Americans with Disabilities Act. Finally, over 1,700 disabled and disadvantaged individuals are employed at the Goodwill location, and the center itself has four training programs on the Eligible Training Provider List.

Contra Costa County

Situated Northeast of San Francisco, Contra Costa County is bordered by San Francisco and San Pablo bays, with Alameda County to the south and San Joaquin County to the east. It is one of the nine counties in the San Francisco-Oakland Bay Area, and the ninth most populous county in California, with its population reaching approximately 930,000 as of January 1, 2000. The County has one of the fastest growing work forces among Bay Area counties, with growth in its employment base being driven primarily by the need to provide services to an increasing local population.

²⁵ The California Work Opportunities and Responsibility to Kids program.

Due to the presence of relatively high-wage, skilled jobs, and relatively wealthy residents, the County achieves high rankings among all California counties on a variety of income measurements. As of June 2000, the labor force numbered 516,300 with an unemployment rate of 3.2 percent.

Brentwood:

The Brentwood One-Stop Career Center, located in a rural area of Contra Costa County, is one of 14 One-Stop Career Centers that comprise EASTBAY Works, a collaborative of more than one hundred organizations including the Contra Costa, Oakland, Alameda, and Richmond Local Areas. The Brentwood One-Stop is located in the downtown area, with easy access to parking. This is a small center, serving a relatively small community, but was developed several years ago in response to local circumstances. It is structured to respond effectively to actual community needs.

As a comprehensive One-Stop center participating in EASTBAY Works, Brentwood offers employers pre-screening and training; individualized job fairs; on-site recruiting; employer liaisons; layoff processing; matching job seekers' capabilities with business needs; interviewing/meeting facilities; on-the-job training; consulting; workforce information; and tax, unemployment insurance, and labor market information. For the job seeker, the Brentwood center offers on-line instruction and information on preparing and posting résumés with links to job search assistance tools and assessing job skills; career exploration and labor market information; and an audience-specific site containing resources tailored for the disabled, the older worker, women, veterans/military personnel and affinity/diversity groups. The array of immediately available services is limited, however, the Center offers a comprehensive array of services via referrals.

Golden Sierra Consortium

The Golden Sierra Consortium has served the Sierra Foothills counties of Alpine, El Dorado, Placer, Nevada, and Sierra since 1983. The southern counties of El Dorado, Nevada, and Placer are experiencing rapid population growth while the populations of the northern counties of Alpine and Sierra experience little (or no) growth. In fact, Alpine County is the smallest county in the State and, from 1990 to 2001, the labor force declined by almost 50 percent. In the Golden Sierra Consortium services is the largest industry, accounting for approximately 30 percent of total employment. Sierra County is the exception where government is the dominant industry, accounting for over 50 percent of total employment. Government employment is also a major presence in all the counties. Only Placer County has a significant manufacturing presence, and manufacturing is one of the fastest growing industries in the county.

Loomis One-Stop Career Center:

The Loomis One-Stop Career Center is one of six career centers comprising the Golden Sierra Job Training Agency in the Sierra Foothills. The six One-Stop Career Centers are located in the communities of Auburn, Loomis, Nevada City, Placerville, South Lake Tahoe, and Carnelian Bay.

They serve primarily urban areas in the counties of Alpine, El Dorado, Placer, Nevada, and Sierra. The goal of these centers is to maximize the effective use of resources by creating a system of delivering employment and training through the integration of partner services, including community-based organizations and services, education, and employment services.

The Loomis One-Stop Career Center is a comprehensive center. Its web site links with a directory of county businesses, community resources, and the services provided at all the career centers and it provides a listing of vocational computer curricula available at the Loomis center. The partners at this center function in many ways as a single entity and have a SMARTware tracking system in place for all customers, who access core services, including casual and self-service.

City of Long Beach

Long Beach is California's fifth largest city, with a population of 437,816 citizens residing in a 50-square-mile area overlooking San Pedro Bay on the south coast of Los Angeles County. Long Beach is situated 22 miles south of downtown Los Angeles and 10 miles southwest of Anaheim. The Port of Long Beach is the busiest container port in North America and is responsible for over 260,000 jobs in a five-county area. Future trade will generate 300,000 new regional jobs by 2010. Containerized trade at the port has grown 150 percent since 1990. The civilian labor force numbers 211,638 with an unemployment rate (1990) of 6.9 percent.

Youth Opportunity Center:

The Long Beach Youth Opportunity Center is a specialized, urban One-Stop center in downtown Long Beach and is situated across the street from public transportation. Center partners include the EDD Youth Employment Opportunity Program, the School-to-Career program, the Long Beach Better Learning After School Today program, and the Long Beach School for Adults. Partners in these programs include California State University, Long Beach; the YMCA; local Boys' and Girls' Clubs; Campfire Boys and Girls, and Girl Scouts; the Long Beach Unified School District; and employers, unions, educators, parents, and students from Long Beach, Lakewood, Avalon, and Signal Hill.

The center provides WIA Youth services only: it does not serve WIA Adults or Dislocated Workers. The center empowers young adults ages 14 to 24 to realize their full potential by providing employment training, leadership development, and academic enrichment opportunities to promote their social productivity and economic independence. In partnership with the Department of Public Social Services, the CalWORKs Youth Opportunities program prepares youth ages 14 to 19 to successfully transition from welfare to the workforce. The program includes paid work-based learning through eight weeks of summer employment, basic skills redemption, career planning, and employment readiness training. Other programs offered through the center are:

- The Youth Entrepreneurial Training program teaches youth ages 16 to 21 to transform ideas into business opportunities and real-life enterprises.

- The Youth Development program provides a variety of academic and career enrichment activities.
- The Responsible Fathers program is designed to increase the constructive involvement of low-income, non-custodial teen fathers, ages 16 to 21, in the lives of their children by providing pre-employment training, work experience, job placement, fatherhood/parenting skills, peer group support, mentoring, and other supportive services.
- The Limited Internships and Direct Placements program provides paid internships and direct placements within the private sector for youth ages 16 to 21.

Boeing Career Transition Center:

This is a specialized urban center, located on the property of the Boeing Long Beach company, and serves as an in-kind contribution of the facility, communications, utilities, and written materials notifying Boeing workers of displaced worker services. Serving only dislocated and soon-to-be dislocated Boeing employees, the center does not provide youth or WIA services to the general population. The EDD is co-located on-site to provide Trade Act Adjustment and Rapid Response services, and they co-enroll most customers into the WIA to maximize resources. Coordination with other Long Beach service providers and One-Stop sites is strong. The center also provides on-site job recruitment for businesses interested in hiring center customers. This specialized center is designed to help the community at large by focusing on and giving equal consideration to the needs of employers, individuals seeking jobs and the labor market.

Madera County

Located approximately 20 miles north of the Fresno Metropolitan Area, Madera County covers 2,147 square miles and is the exact (surveyed) geographical center of the State of California. Bordered on the north by the Chowchilla River and on the south by the San Joaquin River, the County includes some of the richest agricultural land in the nation. Agriculture dominates the local economy providing up to 20,175 seasonal jobs. Government is another significant sector, followed by the services sector. Manufacturing, services, and government are the industries that are expected to provide most of the jobs in Madera County's future economy.

Madera County Workforce Assistance Center:

The One-Stop Center was built in January 2001 and is a comprehensive, rural center that combines ten local, State, and federal employment and training agencies under one roof. The computer room is the center of the site and it looks more like a computer lab at a college than at an employment office. Rows of computers line the tables. A copy machine sits in the corner. Telephones and 10-key machines are pushed against one wall. The facility also has conference rooms that can handle large groups as well as individual rooms where employers can interview applicants for jobs.

Business services are coordinated through the Central Valley Development Group, which is responsible for economic development throughout the county. This center was built to meet the specifications of the Americans with Disabilities Act, and the Department of Rehabilitation conducts an annual survey to ensure compliance. The youth program is strong, and the center is creating a community resource map of youth services that will be available to both customers and staff.

North Central Counties Consortium

Lake County is one of five counties in the North Central Counties Consortium, which overlaps Economic Strategy Panel Regions #1 and #2. Surrounding counties include Mendocino on the west, Sonoma and Napa to the south, and Yolo, Colusa, and Glenn on the east. Lake County is home to the largest natural freshwater lake entirely within California; its economy is based largely on tourism and recreation. The civilian labor force for Lake County is 24,000, with an unemployment rate of 7.8 percent. The services industry accounted for almost 30 percent of the employment in Lake County in 1999. More than half of these jobs are classified in private educational institutions and private households which employ domestic service workers. Government accounted for over one-fourth of the employment, with local government dominating the industry. Retail trade accounted for approximately 20 percent of the employment in the county.

Lake Resource Center, Lakeport:

The Lake Resource Center is located in the heart of rural Lakeport, and is adjacent to the town's main street, which provides excellent public access. This is a comprehensive center, with on-site partners such as the Department of Rehabilitation, Developmental Services, the community-based Wellness-to-Work, CalWORKs, and the EDD. This is considered an agricultural-significant office, and offers strong migrant and seasonal farmworker services in coordination with the California Human Development Corporation. The center coordinates a "homework club" for in-school youth at every high school, and works regularly with high school counselors throughout the county. A youth coordinator is on-site at the center. As participants in a small-county, rural center, partners must operate effectively as a "single entity" to avoid duplication of services and to conserve and stretch resources.

Northern Rural Training and Employment Consortium

The Northern Rural Training and Employment Consortium (NoRTEC) is a Special District formed by a joint powers agreement between nine rural northern California counties (Butte, Del Norte, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, and Trinity). A 31-member Workforce Investment Board and a 9-member Governing Board govern NoRTEC. Located in northeastern California, Plumas County covers more than 1.6 million acres (most of which is federal lands) and is bordered by Shasta County to the north, Lassen County on the north and east, Tehama and Butte counties to the west, and Yuba and Sierra counties to the south. The 1999 annual average statistics show the civilian labor force for Plumas County to be 9,500, with an unemployment rate of 9.1 percent. Government is the dominant industry division in the county, accounting for over 33 percent of total employment, followed by retail trade and services each accounting for over 17 percent of the total.

Quincy:

The Quincy Employment and Training Center is located in the rural town of Quincy, in the mountains east of the northern Sacramento valley. This comprehensive site is located in a shopping center east of downtown and is clearly marked as a center for the professional delivery of employment services for both job seekers and employers. The Quincy site is part of the Alliance for Workforce Development, a collective One-Stop Operator that serves Lassen, Modoc, and Plumas counties. The Quincy site provides all WIA core services, with seamless referral and access to intensive and training opportunities throughout the community. The site also has a very complete Business Resource center for, not only local employers, but employers from the entire Local Area, and even employers external to the Local Area who are interested in recruiting from, or moving into the Quincy area. Both youth and social services are strong partners, as well. The site has coordinated very effective dislocated worker services with Modoc County, as well as Sierra County, which is within the Golden Sierra Consortium Local Area.

City of Richmond

The city of Richmond is located 16 miles northeast of San Francisco, directly across the San Francisco Bay. The city has 32 total miles of shoreline. Situated near a major metropolitan area, as well as major new growth areas, Richmond is within commuting distance of San Francisco, Oakland, San Jose, and Sacramento. The freeways also provide direct access from Richmond to major new growth areas along Interstate 80 north and east, Interstate 680 in central Contra Costa County, and south along Interstate 880 towards the San Jose area. The population within a 30-mile radius of Richmond is over 3.7 million, and within a 70-mile radius is approximately 7.8 million. Richmond is located on the western shore of Contra Costa County.

Richmond covers 56 square miles and has a population now estimated at 101,000.

Richmond's economy is currently undergoing a major transition from its former heavy industrial character toward more high technology and light industrial companies, and new business parks accommodating light industrial and "office/flex" land uses. Bio-technology, in particular, has developed as an important new factor in Richmond's growing economy. At the same time, the city's major manufacturers such as Chevron Oil, have continued to upgrade their Richmond facilities, making major investments to modernize and expand.

Richmond WORKS Downtown One-Stop Career Center:

The Richmond WORKS Downtown One-Stop Career Center is an urban, comprehensive, self-directed career resource center serving the City of Richmond Local Area, in Contra Costa County. This Local Area is a part of EASTBAY Works, a collaborative of more than one hundred organizations, including the Contra Costa, Oakland, Alameda, and Richmond Local Areas. The Richmond WORKS Center provides resources and services that are focused on assisting any member of the community with job search, training information, and career assistance. The center is located in a building that also houses the Local Area's administrative offices, and is well-designed, with enough open space to be attractive to and respectful of customers, without being intimidating. The center uses the EASTBAY Works SMARTware system for tracking customers (some other Local Area consortia, such as the Capital Area

Investment Zone, which includes the Yolo County, Sacramento County/City, and Golden Sierra Consortium Local Areas, also use the SMARTware system).

Through the cooperative partnership of many local agencies, and sound service delivery strategies, the Richmond WORKS Center provides effective services for individuals seeking first, new, or better jobs, and for employers seeking to hire new workers. Internet access to job listings and other information is provided, with resource specialists on hand to provide technical assistance. Training and education programs are provided to individuals whose skills need improvement, or for individuals entering or returning to the workforce. Services include skills assessment, basic education, re-training, vocational and on-the-job training, placement assistance, entrepreneurial development, and career counseling. Special customized training is available for targeted populations.

Sacramento County/City

Located in the middle of the 400-mile-long Central Valley, the county is bordered by Contra Costa and San Joaquin counties on the south, Amador and El Dorado counties on the east, Placer and Sutter counties on the north, and Yolo and Solano counties on the west. The 1999 annual average statistics show the civilian labor force for the county to be 586,700 with an unemployment rate of 4.2 percent. Government is the largest industry in the county accounting for 28.2 percent of total employment. Other important industry sectors are services at 27.6 percent and retail trade at 16.3 percent. Manufacturing is one of the fastest growing industries with a projected growth rate of 49.3 percent. Sacramento County is part of the Sacramento Metropolitan Statistical Area (El Dorado, Placer, and Sacramento counties). Sacramento County's labor market conditions have been steadily improving over the last five years. The County continues to record job growth and lower unemployment rates.

Hillsdale Career Center:

The network of career centers in Sacramento County is a cooperative effort of 41 government and community agencies to integrate academic, vocational, and social services with job training and employment. The Hillsdale Career Center is a comprehensive, urban center with the following resources available: job announcements, applications, reference materials, telephone/fax, apprenticeship opportunities, Internet access, CalJOBS, Sacramento Works for Youth Applications, and computers with résumé software. Partners include the Sacramento Employment and Training Administration, the County Department of Human Assistance, and the EDD.

Resources available with staff assistance include workshops, career assessment, individual case management and referral, community resources, services for dislocated workers, and vocational opportunities for low-income individuals. Certificate programs have been developed, with the assistance of business and industry advisory committees, to provide vocational training for students who are not seeking a college degree. The student is awarded a Certificate of Achievement upon completion of the required courses. It generally takes from two to four semesters of study to complete a Certificate of Achievement. The Hillsdale center uses the SMARTware system for tracking and case management, as does the rest of the Capital Area Investment Zone, of which Sacramento County/City Local Area is a member.

San Benito County

San Benito County is bordered on the north by Santa Cruz and Santa Clara counties, on the east by Merced and Fresno counties, and on the south and west by Monterey County. The 1999 annual average statistics show the civilian labor force for the county to be 26,400 with an unemployment rate of 8.1 percent. Government is the largest industry in the county, accounting for 18.4 percent of total employment. Other important industry sectors are manufacturing at 14.9 percent, services at 13.8 percent, and agriculture at 13.5 percent. Construction is one of the fastest growing industries in the county. Other industries expected to increase are manufacturing and retail trade.

San Benito One-Stop Career Center:

The county's only One-Stop Career Center, located in Hollister, is a comprehensive, rural center comprised of a partnership of all of the service agencies and ancillary agencies performing job training or related services in the San Benito County area. The county also has an electronic "One-Stop" to enable county residents to obtain information on available jobs and training programs. With a large Hispanic population, the center makes forms, applications, and other materials available in Spanish as well as English. The site also employs many bilingual staff. The EDD provides migrant and seasonal farmworker services; the Department of Rehabilitation provides vocational rehabilitation services; Gavilan College provides training and education services; and the center partners with the District Attorney's office to provide certain legal services. CalWORKs is also a partner in the One-Stop. Youth services are provided by the center through a year-round program for youth ages 14 to 21, and referrals are made to other partner programs such as the Youth Employment Opportunity Program, when necessary.

San Bernardino County

Part of the Inland Empire, San Bernardino County is the largest county in the United States, encompassing 20,000 square miles. Inyo County borders it on the north, Kern and Los Angeles counties on the west, Orange and Riverside counties on the south, and the states of Nevada and Arizona border to the east. The 1999 annual average statistics show the civilian labor force for the county to be 754,600 with an unemployment rate of 4.8 percent, lower than the State's rate of 5.2 percent. Services is the largest industry sector in the county accounting for 24.7 percent of total employment with health services being the largest component. Other significant industry sectors are government (20.8 percent) and retail trade (20.2 percent). Manufacturing is one of the fastest growing industries in the county.

San Bernardino Valley College:

This is an urban, comprehensive One-Stop site that is located on a city college campus in the city of Ontario. The Local Area administrative offices are on-site. The site serves an extremely large geographical area, with many miles between population centers. The partners at this site use the One-Stop system, together, to meet business and economic development needs, particularly in localized, economically depressed areas. This site participates with other sites in the Local Area in a regional approach to providing services. Resources are shared so

that WIA funds can be directed specifically at the provision of job services to both employers and job seekers. An innovative partnership, for instance, has resulted in a supportive service for transportation that includes a swipe card for customers to use for gasoline, an automotive check-point system for fixing mechanical problems cars, and the provision of covers for bus stops.

San Diego County/City

San Diego County is the southern-most county in California, encompassing 4,280 square miles. The county is bordered by Mexico to the south, Orange and Riverside counties to the north, and Imperial County to the east. Seventy miles of Pacific Ocean coastline borders on the west. The 1999 annual average statistics show the civilian labor force for San Diego to be 1,358,200 with an unemployment rate of 3.1 percent. Services are the largest industry sector in the county, accounting for 32.7 percent of the total employment. Other significant industries providing employment are retail trade at 17.6 percent, and government, which makes up 17.2 percent of the total. Most of the employment in government is in the local public education sector.

The San Diego Workforce Partnership, Inc., was created to serve as San Diego's workforce broker. As such, the Partnership is committed to providing a job training system that ensures a skilled, productive workforce to support a healthy economy throughout San Diego County. Located conveniently throughout the San Diego region, six One-Stop Career Centers offer their local communities a comprehensive menu of employment and training services. The San Diego Workforce Partnership, Inc., includes community-based organizations such as Comprehensive Training Services and Neighborhood House Association.

San Diego Metro Career Center:

This is a comprehensive, urban One-Stop site in the heart of what used to be San Diego's major aerospace industry. The center provides all WIA Core and Intensive services, as well as providing substantial training on-site. The partnership at this center includes Catholic Charities, the Department of Rehabilitation, the EDD, labor's Community Service Agency, the San Diego Career Opportunities Partners, and the San Diego Community College district. Public transportation is easily accessible from the center. The partnership successfully brings together education, industry, and government to assist clients in reaching their employment goals, and they use tested strategies such as the, "Three Steps to Employment." This center tracks all core services clients through their own management information system.

North County Inland One-Stop Career Center:

Located in Escondido, north of San Diego proper, this is a comprehensive urban center that is operated by Lockheed Martin. IMS, a privately-owned for-profit company operates another center in the coastal town of Carlsbad. This small, north-county site is a partner in the San Diego Workforce Partnership, Inc. It provides a complete array of services, including a resource library, computer resources, specialized self-help software programs, computerized assessments, information on community resources, job search assistance workshops, computer classes, CalJOBS-Job Search Lab, and developmental classes such as stress

management, self-esteem, and time management. At least two other partners, Palomar College and the Department of Rehabilitation, have offices just a few doors away from the center. Youth services are coordinated, in part, through a School-to-Career Youth Council.

San Jose/Silicon Valley

Santa Clara County is bordered by Alameda County and a small tip of the San Francisco Bay on the north, Stanislaus and Merced counties on the east, San Benito County on the south, and San Mateo and Santa Cruz counties on the west. The 1999 annual average statistics show the civilian labor force for the county to be 962,800, with an unemployment rate of three percent. Santa Clara County enjoys one of the lowest unemployment rates in California. Services is the largest and fastest growing industry sector in the county, accounting for 34 percent of total employment, with business services being the largest component. Manufacturing is also a major industry with almost 26 percent of local jobs.

The greater San Jose metropolitan area is served by two Local Boards. The San Jose Silicon Valley Local Board serves the City of San Jose, Campbell, Gilroy, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga, and all the unincorporated areas of Santa Clara County. The North Valley Job Training Consortium Local Board serves Sunnyvale, Cupertino, Mountain View, Los Altos, Santa Clara, Palo Alto, and Milpitas.

San Jose Downtown:

The downtown San Jose One-Stop Career Center is a comprehensive site that serves an urban area. This is one of three comprehensive centers in the general San Jose area. The facility is sub-leased from the Center for Employment and Training (CET), a major local provider of employment and training services. The center has a single intake point, and includes many on-site partners. This site is one of the minority of centers statewide that were actually newly created with the implementation of the WIA. The center, along with CET, has high visibility in the community.

San Mateo County

San Mateo County is in the middle of a continuous urban area stretching from San Jose in the south to San Francisco in the north. The 1999 annual average statistics show the civilian labor force for San Mateo County to be 399,100 with an unemployment rate of 2.0 percent. This is significantly lower than the State's unemployment rate of 5.2 percent. The county had the second-lowest jobless rate of any of the 58 counties.

Services is the largest industry sector in the county accounting for 32.7 percent of total employment with business services being the largest component. Other significant industry sectors are retail trade (16.7 percent) and transportation and public utilities (11.6 percent).

Peninsula Works – Daly City:

San Mateo County currently has three comprehensive One-Stop Career Centers and one satellite center as part of their Peninsula Works One-Stop System. Each Peninsula Works location has staff from non-profit and government agencies in the county, or at least

information about the services provided through the various organizations. The Daly City One-Stop Career Center is a comprehensive urban center that serves customers from South San Francisco, Daly City, Pacifica, San Bruno, and even some from San Francisco County, which is within four miles from the center. Co-located partners at this site include the EDD, the Department of Rehabilitation, Skyline Community College, the San Mateo Regional Occupational Program, the San Mateo County Mental Health Department, the San Mateo County Alcohol and Drug Department, the Jefferson Adult School. It also includes community-based organizations such as Poplar Recare, Family Services Agency, and the Community Action Agency.

This center, as a part of PeninsulaWorks, operates under some uniform methods, such as swipe cards for tracking customers, joint marketing, and common registration, information release forms, and service coordination. PeninsulaWorks staff are cross-trained in partner services. A convenience feature for many customers is that the center is open Tuesday and Thursday nights until 8:00 P.M. A child care facility is also available to customers. Employer representatives regularly use the center for recruitment visits and personnel interviews.

Solano County

Solano County, primarily located in the Sacramento Valley, also adjoins the northeast section of the San Francisco Bay Area. It is surrounded by four counties: Napa County to the northwest; Yolo County to the northeast; Sacramento County to the east; and Contra Costa County to the south. Currently, Solano is one of the fastest growing counties in the state. The 1999 annual average statistics show the civilian labor force for the county to be 190,100 with an unemployment rate of 4.6 percent. Services is the largest industry sector in the county, accounting for 24.4 percent of total employment, with health services being a large component. Retail trade (23.2 percent) and government (21.8 percent) are also major employment sectors.

Agriculture takes place on 65 percent of the land in Solano County, with irrigated agriculture consisting of half of the county's farming ground. The remainder is devoted to the dryland farming in Montezuma Hills and the grazing/pasture lands throughout the county. Leading crops in Solano County are tomatoes, nursery stock, alfalfa hay, cattle and calves, wine grapes, sugar beets, field corn, feeder lambs, wheat, and milk. Solano ranks as one of the top five counties in California for production of sheep and lambs (18 percent), corn/grain (9 percent), and sugar beets (7.5 percent). Agricultural production and the related businesses continue to be a significant contributor to the county's economy generating over \$1.5 billion each year in sales.

The Solano County Employment Connection is a collaboration of 30 agencies and organizations that operate under an MOU and Resource Sharing Agreement. Services are provided at three One-Stop Career Centers and via the Internet. Programs and resources for job seekers include employment services, education/training, career exploration, youth services, rehabilitation services, family services, housing services, and counseling services. A Business Services Center offers recruitment assistance, training for new employees, training for existing employees, business development, information services, and closure assistance.

Mid-county One-Stop Career Center:

The Solano Employment Connection Career Center is one of three One-Stop sites in Solano County and serves the cities of Dixon, Fairfield-Suisun, and Rio Vista. This is a largely rural area within the county, with the exception of Fairfield, which is largely urban. The center is reported as a comprehensive One-Stop in the written survey response, with both the Local Area administrative offices and the EDD co-located at the site. Most of the other partners are not physically located at the site, but the center is linked electronically to some 29 local partners who have adopted and are continuing to develop single-entity elements, such as a comprehensive referral and tracking process. This site also has a very strong youth program that includes the Youth Employment Opportunity Program and core services such as Hire-A-Youth, Fighting Back, and the Regional Occupational Center and Transitional Partnership programs.

Sonoma County

Sonoma County is the northernmost of the nine greater San Francisco Bay Area counties. The county is bordered on the north by Mendocino County, on the east by Lake and Napa counties, on the south by Marin County and San Pablo Bay, and on the west by the Pacific Ocean. The 1999 annual average statistics show the civilian labor force for the county to be 251,200 with an unemployment rate of 2.7 percent. This is significantly lower than the Statewide unemployment rate of 5.2 percent. Services are the largest industry sector in the county, accounting for 27.7 percent of total employment. Other significant industry sectors are retail trade (19.0 percent) and manufacturing (16.0 percent).

Sonoma County Job Link – Santa Rosa:

The Santa Rosa comprehensive One-Stop Career Center is one of two Sonoma County One-Stop Centers. Sonoma County Job Link (which opened in 1998) is a collaboration of over 30 employment and training providers that serves the entire county. The Local Area offices and the EDD are co-located at this address along with the One-Stop. A second adjacent building houses the Department of Social Services CalWORKs program and other mental health partners. Sonoma County has made plans to construct a new several-story building in 2002/2003, which will house all One-Stop partners in a centralized location. This site has a computer lab that has a fully accessible workstation for persons with disabilities.

This center conducts 30-minute orientations for new customers, through which they can sign up for workshops, schedule meetings with counselors, and complete customer survey forms. The site includes a small business development and employer resource center. Among special populations the center serves are Veterans, Native Americans, older workers, and migrant and seasonal farmworkers. This One-Stop is a member of the North Bay Employment Connection, that also includes Napa, Marin, and Solano counties and their One-Stop systems. The Santa Rosa site works with an ad-hoc governance group that includes 29 partners to address day-to-day operational decisions. The Local Area also has a strong relationship with the local Economic Development Board.

Tulare County

Located near the geographic center of California, Tulare County is bordered on the north by Fresno County, on the east by Inyo County, on the south by Kern County, and on the west by Kings County. The 1999 annual average statistics show the civilian labor force for the county to be 166,500 with an unemployment rate of 16.4 percent. Agriculture is the largest industry sector in the county, accounting for 27 percent of total employment. Other significant industry sectors providing employment are government with 20.6 percent, retail trade with 14.8 percent, and services with 14.4 percent.

Visalia Employment Connection Job Resource Center:

The County's One-Stop Career Center System represents a partnership of agencies with a shared goal of serving job, education, and training seekers as well as employers in Tulare County. The county has Employment Connection Job Resource Centers located in Porterville, Tulare, and Visalia. The county also supports a network of electronic workstations called JOBTREE, including touch screen kiosks and regular microcomputers, placed in convenient locations throughout the area. Sites currently include schools, libraries, community centers, malls, and supermarkets. The electronic workstations direct users to seek more specific help by visiting one of the partnership's three centers.

The Visalia One-Stop Career Center is a comprehensive center that serves the urban Visalia area and surrounding rural areas. JOBTREE, available at the Visalia site, is an electronic system that links various community services, America's Job Bank, and CalJOBS, and is available in both English and Spanish versions. In a seven-month period, through March 31, 2001, over 145,000 users accessed JOBTREE. This site provides all WIA services and includes 12 on-site partners. The Business Resource center holds monthly employer box lunch seminars and maintains both personal and electronic linkages to local Economic Development organizations and Chambers of Commerce. All facilities are compliant with the Americans with Disabilities Act, and the center works closely with the Department of Rehabilitation to keep their site and programs accessible to special needs populations.

Ventura County

Ventura County is bordered on the north by Kern County, on the west by Santa Barbara County, and on the south and east by Los Angeles County. The southwestern border includes 42 miles of Pacific Ocean coastline. The 1999 annual average statistics show the civilian labor force for the county to be 395,800 with an unemployment rate of 4.8 percent. Services is the largest industry division in the county, accounting for 27.3 percent of total employment. Retail trade (17.7 percent) and government (15.7 percent) are also major employment sectors. Manufacturing is one of the fastest growing industries in the county.

Ventura College Job and Career Center:

The Ventura College Job and Career Center is one of six One-Stop centers in the Ventura County Local Area. The center is in a mostly-urban area and is located across the street from Ventura College. Operated by Ventura College, the center is considered an affiliated site in that it does not contain all of the partners or direct, on-site services necessary to be a

comprehensive center. On-site partners include an Office of Public Health nurse, who serves both clients and their families, the community-based organization Youth Post Employment Office, CalWORKs, and a Deputy Probation Officer to deal with criminal records and probation and parole issues.

This center focuses on services to CalWORKs participants, community college enrollees, and youth. The center is an integral part of the County One-Stop system and offers a menu of services that complement and support all of the One-Stop centers. Among the services this center offers to employers are: training and referral, on-the-job training, customized training, job fairs, incumbent worker training, interviewing, screening, and assessment. The center also has a direct link to the college for class registration. The center uses a Case Conferences Process methodology for difficult participants with numerous barriers to overcome.

Appendix E - Project Participants

PROJECT PARTICIPANTS

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The EDD

- Ron Wright (Public Affairs Branch - Governor's Committee for the Employment of Disabled Persons)
- Walter Johnson (Equal Employment Opportunity Office)

The California Department of Social Services (CDSS)

- Gail Sullivan

The California Department of Rehabilitation (DOR)

- Jim Kay
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The California Department of Education (CDE)

- Dr. Mary Gallet

The California Workforce Investment Board (State Board)

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The California State Employment Development Department (EDD) is a recipient of federal and state funds, is an equal opportunity employer/program, and is in compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA).

Special requests for alternate formats need to be made by calling the above information number.